



Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL

23 JANUARY 2013

at 5:00 PM

COPACC Meeting Rooms

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

COLAC-OTWAY SHIRE COUNCIL MEETING

23 JANUARY 2013

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NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in COPACC Meeting Rooms on 23 January 2013 at 5.00 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.

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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 19/12/12.

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

- OM132301-1 CEO'S PROGRESS REPORT TO COUNCIL
- OM132301-2 TAXATION AND COUNCILLOR ALLOWANCES

Corporate and Community Services

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- OM132301-7 APOLLO BAY AIRFIELD LICENCE AGREEMENTS
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- OM132301-9 PROPOSED PLANNING SCHEME AMENDMENT C70 - BIODIVERSITY MAPPING
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- OM132301-16 ASSEMBLY OF COUNCILLORS
- OM132301-17 ITEM FOR SIGNING & SEALING - CREATION OF SEWERAGE EASEMENTS - 28-36 MAIN STREET, BIRREGURRA - 42-44 MAIN STREET, BIRREGURRA AND 30-34 JENNER STREET, BIRREGURRA

Rob Small
Chief Executive Officer

CHIEF EXECUTIVE OFFICER

ITEM	
OM132301-1	CEO'S PROGRESS REPORT TO COUNCIL
OM132301-2	TAXATION AND COUNCILLOR ALLOWANCES

OM132301-1**CEO'S PROGRESS REPORT TO COUNCIL**

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

EXECUTIVE**Glastonbury Community Services**

On 21 December 2012 the CEO and the Manager Health & Community Services met with the new CEO of the Glastonbury Community Services Sandy Morrison, to discuss Kindergarten Cluster Management and the future of Children and Family Services in Colac Otway.

G21 Board

The CEO met with other G21 Council representatives on 7 January 2013 to discuss a submission to the Secretary for the Department of Planning and Community Development regarding the region's responses to growth.

Great South Coast CEO's Group

The CEO attended this group on Friday 18 January 2013. Items discussed included:

- All Councillor Induction Session
- Great South Coast projects and priorities
- 2013 Canberra delegation
- Approach to Defined Benefit Superannuation Liability
- Future Council contributions to the Great South Coast Group
- Regional Growth Plan interventions
- South West Freight and Logistics Plan
- Coordination and alignment of waste contracts
- Telstra \$200k regional marketing.

Wye River & Separation Creek Progress Association and Community Forum

The Mayor, CEO and Councillors Hart and Delahunty attended this annual Community Forum on Sunday 13 January. Over fifty members of the community were also present. Matters discussed included;

- Rubbish Collection Solutions
- Parking issues
- Harrington Park proposed development
- Otway Coast Committee responsibilities
- Wireless and ADSL coverage along the coast.

Otway Forum

The CEO and Councillors Hart and Delahunty attended the Otway Forum meeting at Apollo Bay (Marrar Woon) on Sunday 13 January 2013. Matters discussed included:

- Footpaths
- Apollo Bay Harbour Masterplan
- Tourist buses in residential streets.

CORPORATE & COMMUNITY SERVICES**RECREATION ARTS AND CULTURE****Events****Custom Car and Bike Show 18 - 20 January 2013**

The Custom Car and Bike show celebrated its 13th anniversary before a very large crowd of car enthusiasts. The festivities began Friday night with a drive-in movie at the Colac Showgrounds. Saturday featured the show's main event, 'Show 'N' Shine' of over 500 cars and 200 bikes and then on Sunday, cars and motorcycles cruised to the Moriac hotel for lunch. All proceeds raised went to Camp Quality.

2013 Australia Day Celebrations – Apollo Bay

The Colac Otway Shire in conjunction with the Apollo Bay Community will host Australia Day Celebrations in Apollo Bay on Saturday 26 January 2013. Celebrations will be held at the Apollo Bay Foreshore from 11.30am until 3.30pm. In addition to the official Australia Day Ceremony (including the Australia Day Awards and the Citizenship Ceremony), there will be free children's activities and live entertainment showcasing Apollo Bay bands and groups. At the request of the host community, the Colac Otway Shire has been working on a sustainability and conservation theme for the day inviting a number of local conservation and sustainability groups to feature educational activities. The Apollo Bay Lions Club and the Apollo Bay P12 College will run a community sausage sizzle with free sausages courtesy of Apollo Bay Foodworks and free ice cream courtesy of Bulla Dairy Foods. Other free activities include an 8 metre rock climbing wall and a native animal nursery where children can experience native Australian animals such as frogs, lizards, crocodiles and snakes.

Upcoming Events

Events which will be held throughout the Colac Otway Shire in February 2013 will be the Heritage Festival (2 February), Hoot 'n' Nanny (9 February), Run Colac for Charity (15 February), Kona Odyssey Mountain Bike Marathon (16 February), Bulla Fun Run/walk (22 February), Seafood Festival (23 February), Rainforest Ride (24 February) and the Colac Otway Relay for Life (23 & 24 February).

Recreation**Central Reserve Oval Redevelopment**

The Central Reserve Oval Redevelopment is progressing to schedule with all construction works having been completed including the planting of the grass in mid December 2012. The project is now in the maintenance period with the contractor constantly watering the ground along with rolling, applying fertiliser and mowing the newly established grass. It is anticipated that the Colac Football Netball Club will play its first match on the redeveloped surface on 4 May 2013.

Active Transport Strategy and Plan

Due to unforeseen inclement weather in December, the Active Transport Strategy "Talk shop" planned for Apollo Bay was postponed. The "Talk shop" is now proposed to form part of the Australia Day activities held on the foreshore in late January. The "Talk shop" will encourage community ideas on how we can create an environment that is both physically and socially supportive of walking and cycling. An *Issues and Opportunities Paper* based on an analysis and review of existing Council documents, site visits, community consultation and other research was presented to Council for consideration in mid January. The Draft Strategy will continue to take shape over coming months with proposals developed for active transport programs, education and marketing.

Elliminyt Playspace

Construction of the Elliminyt playspace commenced 8 January 2013 with the anticipated completion date by the end of January 2013. Landscaping and planting are planned to be undertaken after summer to ensure optimal growth. A small event to launch Colac's newest play space is planned to occur early February 2013.

Barwon South Western League – Skate, BMX & Scoot Series (FReeZA event)

As part of FReeZa activities for 2013, Colac Otway Shire in partnership with the YMCA will facilitate and manage heat seven (the Grand Final) of the 2013 Barwon South Western League Skate and BMX and Scoot Series at the Colac Skate Park on Saturday 16 March 2013.

The purpose of the Barwon South Western League Skate, BMX and Scoot Series is to provide a formal process for engagement and build capacity within local Skate, BMX and Scooter communities. This is achieved by conducting sports specific training including coaching, officiating and event management and delivering a series of consistent structured events that celebrate the skills and talents of young people and athletes on a regional level.

The concept of the series is to encourage commitment, where participants build up points to qualify for the Grand Final. As a youth oriented event, participation is integral to the success of the program. So even if young people aren't directly involved in competition, they can be still be a part of it all just by supporting their friends and family or just simply enjoying the atmosphere.

Young people of all ability levels are encouraged to be part of the event, as it's not about winning. The purpose of the event is to encourage young people to be involved and carry the event into the future. Their participation will hopefully see them take ownership of facilities and events that will benefit future generations of kids that want to skate.

The series commences in February 2013 and will be held at the following locations, culminating in the Grand Final at Colac:

2 February	Warrnambool Skate Park
10 February	Torquay Skate Park
17 February	Geelong Skate Park
23 February	Heywood Skate Park
2 March	Camperdown Skate Park
9 March	Port Fairy Skate Park
16 March	Colac Skate Park.

COPACC**Programme**

COPACC is gearing up for the launch of its 2013 Theatre Season. On Saturday 9 February, the season programme of more than 20 performances will be revealed, including cabaret, comedy, fine music, drama, children's theatre and a musical – starring national and international performers.

Shire primary schools snapped up more than 1,000 tickets to the 2013 children's theatre productions following COPACC's Education Season launch in December 2012.

Early sales to the 2013 Morning Music Season have been strong. The season includes five shows showcasing folk, a brass quintet, jazz, a 1950s style radio play, plus a Christmas concert.

Bluewater Fitness Centre Redevelopment Project

The schematic design phase of the Bluewater Fitness Centre Redevelopment has now been completed following significant input from the two Project Reference Groups which are representative of the facility's key user groups. Input was also sought and received from the broader community. The project has now entered the design development stage and is progressing to the agreed timeframes.

Patronage

Casual gym entries are typically high in December and January and this trend has continued over this summer period.

The Centre's 'Mission Inflatable' has again proved to be popular over the summer period, operating three times per week.

Programs

The second Boot Camp program commences 11 February 2013 and already has 52 people enrolled with expectations that we will reach our capped limit of 60. This is a fantastic response to this new program.

70 Bulla employees are undertaking a 6 week health challenge at Bluewater Fitness Centre which commenced mid January 2013.

Term 1 Learn to Swim enrolments continue with the program being approximately 70% booked. The Centre is trialing 3:30pm classes this term to provide greater flexibility with its schedule.

Youth Council

Youth Council has been asked to create a short film/s showing what the Asthma Cessation clinic can do for young people addicted to smoking.

Youth Council elections will be held early this year with nominations open in February 2013 and the induction of the new Council to be held early March 2013.

HEALTH & COMMUNITY SERVICES

Maternal & Child Health (MCH)

The MCH service has been in the process of developing a more consistent service for families by reducing the number of casuals with a new permanent part-time nurse. The hours worked remain unchanged.

The marked increase in the number of Caesarean deliveries for Colac mothers is above the state average of 22%, which is impacting on our service due to the increase in the number of home visits we do. More home visits are provided for a Caesarean birth as the mothers are not able to drive or lift awkward weights during the early post natal period.

Statistics – December 2012

Number of infants enrolled from birth notifications	19
Caesarean deliveries	7
First Time mothers	7

Key Ages and Stages Consultations

Home visits	14	8ths	16
2wks	19	12mths	12
4wks	24	18mths	10
8wks	12	2yrs	12
4mths	18	3.5yrs	16

Other services provided include:

- 90 Additional consultations
- 44 Phone consultations
- 11 Opportunistic immunisations
- 26 Referrals
- 93 Counselling sessions
- 2 New Parents Groups sessions in Colac
- 38 Families currently enrolled under Enhanced Home Visiting service (Vulnerable and at risk families)

National Disability Insurance Scheme (NDIS)

The State Government has indicated that there is an information gap with respect to the NDIS. The most important people - those with disability and their families and carers - are telling the State Government that they want to know more about how the NDIS is being developed, how they can contribute to its development, and how it will work for them.

To help fill this information gap, the Victorian Coalition Government will share what they know through regular e-bulletins. The first bulletin has been received. The information below is taken from it.

"The launch will start in July 2013 and will assist about 5,000 people with significant and profound disability, their families and carers. The Barwon area consists of the City of Greater Geelong, the Surf Coast Shire, the Borough of Queenscliffe and the Colac-Otway Shire.

The NDIS is a major reform and will require a phased implementation. Not all people receiving support in the Barwon area will transfer across to the NDIS immediately, however, existing funded recipients will continue to receive services until they move to the scheme.

The launch in the Barwon area is an important step and Victoria remains committed to working towards a sustainable full NDIS."

How the NDIS will work in the Barwon area

When fully implemented, the aim of the NDIS is to offer people with disability, their families and carers, across Australia real choice, by putting them in control of the care and support they receive, based on their individual needs.

Decisions about eligibility, planning, assessment and the allocation of NDIS supports will be made by the Commonwealth Government and implemented through its Launch Transition Agency. This is because the Commonwealth is doing the detailed work to establish the NDIS and is keeping a tight rein on the process. States are consulted in this process and we have the opportunity to give feedback based on our experience. Ultimately, the Commonwealth chooses what feedback will be included.

We do expect the NDIS will include many people who currently receive supports from Disability Services, Home and Community Care (HACC), Early Childhood Intervention Services and Psychiatric Disability Rehabilitation Support Services."

SUSTAINABLE PLANNING and DEVELOPMENT**Planning & Building****Birregurra Structure Plan**

The consultant firm, Hansen Partnership, is preparing a revised draft Birregurra Structure Plan, taking into account submissions received late in 2010 and the outcomes of the Neighbourhood Character Study, the G21 Regional Growth Plan, Open Space Strategy and other strategic plans produced in the last few years. The Community Reference Group will meet on 30 January 2013 to provide feedback on the revised draft before it is presented to Council in February in readiness for placing on public exhibition.

Development of Bushfire Local Planning Policy

The Project Steering Committee held its inception meeting with consultant firm Tract and its sub consultant Terramatrix early in December 2012 and work has begun on preparing a background report. The next Steering Committee meeting will be held on 20 February 2013 in conjunction with a site tour of the different towns within the study area. The project will include development of schedules to the Bushfire Management Overlay for specific towns to introduce standardised requirements for planning applications to reduce the burden for permit applicants, Council and the CFA, and will include strategic assessments of the growth potential for Gellibrand, Forrest, Beech Forrest and Lavers Hill from a bushfire risk perspective (this is follow-on work from the recent Rural Living Strategy).

Amendment C71 (Implementation of Car Parking Strategy and Colac CBD & Entrances Project)

The planning scheme amendment to implement the outcomes of the adopted Colac and Apollo Bay Car Parking Strategy and Colac CBD and Entrances Project is close to being finalised and authorisation sought from the Planning Minister to exhibit the amendment. Public exhibition is expected to occur over February/March 2013.

Heritage Assessment of the former Beechy Rail Line

The consultant firm, Context P/L, has undertaken a draft assessment of the heritage values of the former Beechy rail line between Colac and Crowes which is expected to be finalised in the coming weeks. The assessment will make recommendations as to what parts of the former rail line should be included in the Heritage Overlay to ensure future works are sympathetic to its heritage values. This will be the subject of a Council report in the coming months.

Apollo Bay Harbour Master Plan Planning Scheme Amendment

The consultant firm, Meinhardt, is preparing a final Master Plan document for the harbour precinct which reflects the adopted outcome from the Enquiry by Design process in 2008, without the hotel and health and wellbeing centre. This document will provide the basis for planning scheme documentation to be developed which guides decision making at the Harbour. The final Master Plan and amendment documents will be placed on public exhibition following consideration by Council towards the middle of 2013.

Heritage Strategy

Officers are currently finalising a draft Heritage Strategy, taking into account public feedback received late in 2012. It is likely the draft will be considered by Council in February/March 2013 prior to public exhibition.

G21 Regional Growth Plan – Implementation Plan

Work has begun on the development of an Implementation Plan to support the Regional Growth Plan adopted in 2012. Public input to the Plan will be occurring over the coming months. Council officers have had input into the project through the project Steering

Committee and Technical Reference Group, and have provided updated information on land supply and demand within the Shire.

Environment & Community Safety

Fire Danger Period Inspections

Council is continuing to inspect people's properties to ensure they are being adequately maintained during the Fire Danger Period. So far over 15,000 inspections have been undertaken and 568 Fire Prevention Notices have been issued. 650 notices were sent after the first round last year. This is a good result considering the prolific grass growth this year. Of the 568 notices issued there have been only 14 properties that have failed to comply and a contractor has been issued with a direction to cut. Further inspections are being undertaken and new notices are being sent where required. The 14 property owners who failed to comply will be sent a fine for \$1,408 and an invoice for the cost of the contractor. Council understands that every site presents a different set of challenges and is keen to work with our community to help people achieve compliance. We encourage anybody with questions to contact Council to discuss their fire prevention measures.

Neighbourhood Safer Places (NSP)

Council is working closely with the Otway Coastal Committee and the Department of Sustainability and Environment in order to formally designate an NSP on the foreshore in Apollo Bay. Officers hope to present a report to Council in February 2013 recommending that a site be formally designated and are currently working with the foreshore committee in relation to placement and design of the signage that will be required when the NSP is designated.

Environment Action Plan

The draft 2013-2015 Environment Action Plan has been developed. A final draft will be sent to key external stakeholders prior to the development of a final draft that will be discussed with Council at a workshop in March 2013 prior to it being finalised. The 2013-2015 Environment Action Plan will not only guide Council's decision making but form the basis of integrated action across all areas of the Shire's operations, its planning responsibility and the way it engages with the community and other stakeholders in a positive way.

Local Law Review

The Local Law Review Steering Committee met recently to discuss the proposed changes to Local Laws 1, 2 & 3. A workshop will be held with Council in February 2013 to discuss the proposed changes to the Local Laws and if suitable the revised Local Laws will be presented to Council in March prior to being formally released for public comment.

Economic Development

Colac Marketing Strategy

Since Council has approved the new Colac promotional brand 'Colac, Life, your way', an implementation strategy has been finalised. The design guidelines have also been completed. There will be a launch in the new year when branded collateral will be available to show case the brand.

Colac High School Master Plan

The consultants developing the Master Plan are currently assessing various options for recommended future use. It is expected that a draft proposal will come to Council in February 2013.

Tourism

Colac Visitor Information Centre (VIC) December 2012 visitation was 3,848. This was an increase of 5% on the previous year. Phone calls were down by 7.3% which may be due to a new integrated 1300OTWAYS shared number with the Great Ocean Road Visitor Information Centre (GORVIC). International visitation has been mainly from China, the UK and Germany. Interstate trends indicate higher visitation from NSW and QLD.

Many of the counter and phone enquiries have been for low budget holiday options especially walks, bike trails and free camping.

The Apollo Bay VIC December 2012 figure was 17,173 and approximately the same as December 2011. Up to 1,300 visitors per day came through the doors during the lead into New Years Day. In December 2012, international and interstate visitation reflected the same profile as Colac.

Accommodation is extremely limited in Apollo Bay and surrounds at this time of year. Visitors have been referred to accommodation as far away as Colac & Birregurra. Otway Fly Tree Top Adventures and Cape Otway Lighthouse tickets have been selling well.

There have been a lot of enquiries for walks, particularly the Great Ocean Walk as well as local adventure tours and other activities.

Over the 2012 calendar year, Colac VIC serviced 30,548 visitors and the Apollo Bay VIC serviced 146,073 visitors.

Small Towns Improvement Program (STIP)

Projects underway:

Beeac – At the request of the Beeac community the 2012 STIP funds committed to street planter boxes have been reallocated towards the purchase of a new BBQ plate, which will compliment the new rotunda which was purchased and erected with funding from last year's STIP. The barbeque plate needed replacement urgently and the community argued that it was a higher priority than the planter boxes. The BBQ has been ordered and will be installed as soon as possible.

Carlisle River Recreation Reserve Fencing– materials have been supplied for the community to commence the replacement of Recreation Reserve Fencing.

Beech Forest – A planning application is being considered for the removal of the native vegetation at the western entrance of township. Once approved, trees are to be removed and new vegetation planted.

Barwon Downs Combined Community Centre – Awaiting final approval of designs from CFA. The funding process has been commenced with project to be ready once funding is approved.

Swan Marsh Recreation Reserve Master Plan – initial inception meeting held with consultants and key stakeholders to review each group's needs. Consultants are preparing a preliminary report which is due in January 2013.

Business Development

Business visits by the Economic Development Unit have been held with a number of local business people seeking input to the 2013 Business Survey, a local Leadership Program and the Colac Marketing Strategy. Feedback from the business visits has been positive towards the initiatives discussed.

A full calendar of events has been planned over the next twelve months with events such as starting, buying and value adding your business, social media and marketing.

Trade Training Centre

Further discussions have taken place with the lead principals of the Trade Training Centre (TTC) in regard to Council support with industry engagement. The Economic Development Unit will work closely with the TTC on researching community demand for training use at the Centre.

INFRASTRUCTURE & SERVICES

Capital Works Unit

Old Beechy Rail Trail

Routine Inspection

Maintenance and drainage improvement works have been performed on the trail section just south of Kwarren. This trail section will be used by the 'Fun Run' event scheduled for mid March 2013.

An inspection of the full length of the trail from Colac to Beech Forest was performed on 17 December 2012 with the overall condition of the trail regarded as being good, however some areas requiring maintenance were identified. A list of maintenance items has been programmed.

Dinmont to Ditchley section

A planning permit application has been lodged with Council's Planning Department for the construction of a rail trail along this section. A permit was required due to the necessary removal of native vegetation in the proposed alignment. The application itself consists of a vegetation assessment identifying the extent and quality of vegetation proposed for removal during construction of the trail.

The assessment also identifies the vegetation offsets required to compensate for initial vegetation removal and ongoing management actions related to the identified offsets. Tender documentation is being finalised in order to invite tenders late January 2013.

Project Development and Design

Weering School Road reconstruction

Reconstruction of 1.7kms of Weering School Road has commenced. All affected residents have been given advanced prior warning. Development of the project has included a number of new drainage outlets – this is a key achievement as challenging drainage conditions have caused the road to deteriorate in places before the expected lifespan of the road was reached. Construction is expected to reach completion by the end of March 2013. Special traffic control measures will be in place during the construction period.

Seymour Crescent reconstruction

Survey and design of Seymour Crescent reconstruction is now completed. Construction is scheduled for commencement in March 2013. Reconstruction consists of a crushed rock overlay and seal – gravel shoulders are to be built up and sealed. Drainage is to be upgraded by way of improved levels, new kerbing in areas of poor drainage and improved drainage outlets. Temporary kerbing at junction with Barham River Road is to be replaced by permanent kerbing.

Beeac Tennis Courts

Design works have been completed and the tender for construction has been advertised. Construction is expected to take place in April 2013. The project is being managed by the

Recreation, Arts and Culture Unit with technical advice and support from the Capital Works and Major Contracts Units. The design consists of an expanded footprint and a new asphalt surface over crushed rock. Existing concrete courts are to be removed.

Sustainable Assets

Routine Footpath Inspections

The following is a summary of the routine Road and footpath network inspections completed for the month of December 2012:

<i>Footpath Inspections – Colac, Area 2</i>	This inspection zone includes parts of the footpath network north of Murray Street in Colac. The general condition of footpaths in this area is good, however, isolated areas of movement were noted. This is largely due to seasonal ground movement and root intrusion from nearby trees. All defects that do not meet Council's maintenance criteria have been recorded and have been referred to Cosworks for maintenance programming.
<i>Rail Crossings</i>	All rail crossings located on local roads were inspected during December 2012. This includes an assessment of all infrastructure associated with the approaches to rail crossings which Council is responsible for maintaining. This relates to advance warning signs and pavement markings. Any issues which require attention have been reported to Cosworks for actioning.
<i>Rural Link Roads</i>	<p>Inspections of those local roads which are classified as Rural Link Roads have been completed. Council's network of Link Roads includes the following:</p> <ul style="list-style-type: none"> - Barrys Road, Barongarook West - Deans Creek Road, Colac - Carlisle Gellibrand Road, Gellibrand - Swan Marsh Irrewillipe Road, Swan Marsh - Swan Marsh Road, Pirron Yallock - Colac Lorne Road, Warncoort - Drapers Road, Irrewarra - Poorneet Road, Weering - Eurack Road, Beeac - Cape Otway Road, Birregurra - Deepdene Road, Birregurra - Carpendeit Bungador Road, Bungador - Cressy Shelford Road, Cressy - Old Beech Forest Road, Gellibrand - Binns Road, Glenaire - Cressy Road, Weering <p>Pavement conditions are generally good, however, some accelerated deterioration has been noted following the winter period.</p>

Footpath Replacement Programme

The 2012/13 Footpath Replacement Programme is well underway for this time of year with the replacement of areas of footpath in Hesse Street, Fyans Street, Gellibrand Street, Gravesend Street, Queen Street, Wilson Street, Hart Street, Garrett Street, and Wheal Street all being completed. Further work packages have been developed for Birregurra and Apollo Bay and have been assigned to Council's Contractors for completion over the coming months.

Building Maintenance and Capital Works

<i>Rae Street Office Redevelopment</i>	<p>Effective from the end of December 2012, Stage One has been completed apart from some minor defects which were identified as part of the handover process. Stage One involved the renovation of the first floor of the building.</p> <p>Works recommenced on 14 January 2013, picking up on the balance of Stage 2 works with this stage due to be handed over on 4 February 2013. Stage 2 includes modifications and refurbishment of the current Document Management Services area and part of the former Sustainable Planning and Development office area. The defects identified in Stage One will be rectified in conjunction with Stage 2 works.</p>
<i>Apollo Bay Library</i>	<p>Works continue at the Apollo Bay Library, with the roof being installed just prior to the end of 2012. The window frames have been measured and are scheduled for completion by end of January 2013. At this stage this project is approximately two (2) weeks in front of the original schedule and the contractors are performing well without any outstanding issues from their perspective.</p>
<i>Blue Water Fitness Centre</i>	<p>A budget estimate is presently being prepared to set up the gym in a temporary location while the construction works are undertaken at the Bluewater Fitness Centre.</p>
<i>COPACC</i>	<p>Joint repair works to the existing carpet have been completed which has proven to be a successful exercise. This has achieved a safe floor surface but has also improved the overall appearance of the carpet surface.</p> <p>Options are still being investigated to ascertain the best way to rectify recurrent blockages to the facility's sewerage system. This occurred several times late last year when there was a particularly high waste load. The last occurrence of this was during the Powercor Business Awards which resulted in some inconvenience to patrons. Alternatives are being assessed to enhance the system to avoid such instances recurring in the future.</p>

<i>SP&D Offices</i>	Works commenced in the week before Christmas 2012 on modifications to workstations and plasterwork in the SP&D offices. The works have been completed.
<i>Lavers Hill toilets</i>	Interior and exterior painting of the toilets has been completed.
<i>Gellibrand Street Bus Shelter</i>	The structure has been rust treated, the inbuilt gutter modified and the shelter painted.
<i>Building Condition Audits</i>	Council officers recently attended a two day workshop coordinated by the Institute of Public Works Engineering Australia (IPWEA) relating to Asset Management for Buildings. This workshop focused on the practicalities of how to prepare and undertake a building condition survey including data analysis, reporting with the goal to preparing an overall asset management plan. The learnings from this training will prove invaluable as the Sustainable Assets Unit seeks to improve Council's building asset management practices. The first step in doing this will be to commence detailed audits of Council's building stock to determine long term funding needs. Preliminary work has commenced in defining the various data frameworks and hierarchies which will be essential for future reporting. Some of this work builds on some excellent work which was commenced by work experience students in 2012.

COSWORKS

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

Minor Patching

Minor patching works are ongoing on sealed road repairs to keep up with potholes and edge breaks.

Storm Damage

Over the past month there have been instances of fallen, hanging and dangerous trees due to strong wind damage. This has been widespread throughout the Otways and Coastal areas.

Road Regrading

Road regrading has reduced due to very dry conditions to prevent the unraveling of the gravel road network.

Gravel Road Re-sheeting

Gravel road re-sheeting works were undertaken on Lidgerwoods Road, Whoorel Station Road and Scouller Street, Birregurra. Total length of Resheeting works completed this month is approximately 6km.

Routine Drainage Works

Routine Drainage works were completed in the last month in Wye River, Kennett River, Separation Creek, Apollo Bay and Marengo townships. Works have also been undertaken in the areas of Glenaire, Gellibrand, Hordern Vale, Kawarren and Forrest areas.

Sport Ovals

Mowing of the ovals continues as per program.

Tree Maintenance

Tree maintenance works were completed at Carpendeit – Bungador Road, Binns Road, Hugh Murray Reserve and Whytcross Lane.

Township Mowing

Township mowing continues in accordance with the mowing program around Apollo Bay, Marengo, Apollo Bay Airfield, Gellibrand, Lavers Hill, Kawarren, Carlisle River, Beech Forest, Forrest, Barwon Downs, Loves Creek, Colac, Beeac, Birregurra and Cressy.

Reach Arm Mowing

Reach Arm mowing was undertaken over the last month on School Road Carlisle, Old Colac Road, Old Beechy Rail Trail, Phillips Track, Carlisle Gellibrand Road, Pound Road, Southern Street Road, Larsons Vista, Kents Road and Kawarren East Road.

Old Beechy Rail Trail

Drainage works have been undertaken on parts of the trail. Mowing of the section between Maggios Road and Burnam Station and in Kawarren area has also occurred. Removal of fallen trees at various locations was also undertaken by staff.

Landslip Repairs

Landslip repairs have been completed on Barham River Road next to the 2012 landslip repair.

Hordern Vale landslip has created a reduction in the road width to one-way traffic past the affected area. Appropriate signage and road delineation has been installed to ensure safety of the public.

Major Drainage Works

Major drainage works were completed in Otway Avenue.

Roadside Slashing

Roadside slashing was completed in Apollo Bay, Marengo, Johanna, Beech Forest, Hordern Vale, Warncourt, Barwon Downs, Gerangamete. A second cut was undertaken at Colac, Elliminyt, Irrewillipe, Bungador and Swan Marsh areas.

Reseal Aggregate

Reseal Aggregate delivered to stock sites was completed in preparation for the Annual Reseal program.

Playgrounds

Additional soft fall materials were placed at Beeac, Cressy, Birregurra, Inglis Court, Richmond Street and the Newcombe Estate.

Bridge Maintenance

Bridge maintenance works were undertaken on Hugh Murray Reserve. In addition new ramps, railings and antislip treatments were applied to decking to improve safety. Damaged Guard rail was replaced at Christies Road and Barham River Road.

Capital Works

Warrobie Road rehabilitation/overlay works of 1.7km were completed. Clean up of verges and final clean up are still to be completed. Cape Otway Road rehabilitation/overlay works of 1.2km has been completed.

Major Contracts/Waste Unit**Kerbside Collections**

In order to cope with extra recycling waste generated during the Christmas and New Year period, Council's waste contractor's commenced weekly collection of recycling on Monday 31 December 2012. This extra collection will continue until Friday 25 January 2013. In accordance with Council's "Code Red" day risk prevention policy, waste collection trucks started rural collections on Friday, 4 January 2013 at 5.00am. This was to ensure that trucks doing collections in high risk areas were out of these areas as early as possible.

Litter Collections

New 360 litre litter bins have been installed on a trial basis at litter hot spots of Lavers Hill and Meredith Park. These bins have 50% more capacity than the standard 240 litre bin. The additional capacity has made a marked difference especially at Lavers Hill. Unfortunately it has been reported that 2 of the 3 new bins have already been vandalised.

Wye River and Separation Creek Waste Collection Safety Improvement Works

In response to ongoing Wye River and Separation Creek waste collection safety issues the following progress has been achieved:

- New purpose built waste truck is scheduled for delivery prior to the end of January 2013.
- The Waste Collection Corral in McRae Road was made operational prior to Christmas 2012. Residents of Slashers ByPass were advised that their last kerbside collection would be Monday 7 January 2012.
- Corrals in Morley Avenue were made operational prior to Christmas 2012. The residents of Sturt Court and Slashers ByPass were advised that their last kerbside collection would be Monday 7 January 2012.
- In McRae Road Service Lane a crushed rock hardstand was constructed in November 2012 and residents have been advised that bins should be placed on this hardstand area for collection. This will prevent the necessity for the driver to back out of the service lane.
- In Sarsfield Street, Separation Creek a turn-around facility has been constructed using private driveways to allow turning of garbage truck.
- Drainage has been installed on the entry to Bass Avenue, and a hard stand bin assembly area constructed for presentation of bins for collection.
- Parked cars on roadways and in one of the waste corral areas are still presenting problems with regard to emptying of bins for collection contractors.



GOSIP Program – On Farm composting test program

Colac Otway Shire transported organic waste to a farm at Gerangamete participating in the On Farm Composting trial being organised by Barwon Region Waste Management Group.

Tenders

Tenders opened since the last reporting period:

1256 – Gellibrand Netball Court Construction

1255 - Asphalt Works

1216 – Design & Construct – Colac Livestock Selling Centre – Roof Structure & Associated Works

Tenders awarded since the last reporting period:

1245 – Livestock Scanning Services – to Scanclear Pty Ltd

1247 – Supply & Deliver Tandem Axle Float Trailer – to Beavertail Trailers

1249 – Supply & Deliver Reach Arm Mower – to International Mowers

1255 – Asphalt Works – to Boral Resources (Vic)

1256 – Gellibrand Netball Court Construction – to Deja Eight

Major Quotations awarded since the last reporting period:

Q2012/13-04 – Annual Weed Management Program – to Assassins Weed & Vermin Control

No tenders have been advertised since the last reporting period.

Subdivision Works

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

Subdivision	Status
Apollo Bay Industrial Estate Stage 1 (19 Lots)	A certificate of compliance has been issued and outstanding works guaranteed with a security bond. Fill to lots is continuing with surface drainage, landscaping and some ancillary works remaining.
202A Pound Road Stage 1 (13 Lots)	A certificate of compliance is expected to be issued following approvals from the referral authorities.
202A Pound Road Stage 2 (13 Lots)	Work is expected to commence in early 2013.

Cants Road Stage 4 (Imperial Drive) (8 Lots)	Roadworks and drainage are fully completed for this subdivision. A certificate of compliance is expected to be issued shortly.
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Bituminous Sealing Works

The 2012/13 sealing works program is completed with the second coat of line marking to be done over the following months. Although inclement weather prevailed in December 2012, the contract proceeded exceptionally well.

Bridge Design & Construction

Preliminary works are well underway to start construction on four (4) bridge replacements in 2013. Structural engineering design work has been completed and works are on track to commence on site at Carlisle River Road by mid February. It is anticipated that works will proceed for about twelve weeks until all bridges have been replaced.

Attachments

Nil

Recommendation(s)

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

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**OM132301-2****TAXATION AND COUNCILLOR ALLOWANCES**

|             |              |           |           |
|-------------|--------------|-----------|-----------|
| AUTHOR:     | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive    | FILE REF: | F11/2221  |

**Purpose**

The purpose of this report is to provide information for Council to consider becoming an eligible local governing body.

**Declaration of Interests**

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

**Background**

The definition of 'salary and wages' in the *Income Tax Assessment Act* excludes payments by way of remuneration or allowances to members of a local governing body. As a result income tax is not deducted from a Councillor's allowance.

There is provision for a Council to determine itself to be an 'Eligible Local Governing Body'. This needs to be determined by unanimous resolution of Council. Where this occurs, a Councillor of the Council will be deemed to be in receipt of salary and wages and normal substantiation provisions and other taxation requirements apply.

In preparing the report, officers are not aware of any Victorian Council that has resolved to be an eligible local governing body.

The issue was last considered by Council in February 2009 where it lapsed as it was not carried unanimously by Council.

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

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

**Issues / Options**Eligible Local Governing Body – Taxation Issues

A Councillors allowance is remuneration paid to him or her and is considered assessable income which must be declared in their annual income tax return. In the absence of an express resolution (as detailed below) the allowance does not constitute "salary and wages" and therefore is excluded from the PAYG provisions of the *Income Tax Assessment Act 1936*.

However, Section 12-45 of Schedule 1 and Division 446 of Part 5-45 of the *Taxation Administration Act 1953* operate such that if there is a unanimous resolution of the Council that it be treated as an "eligible local governing body" the annual allowance will be deemed to be "salary and wages" for taxation purposes and the Council will be subject to the PAYG withholding provisions. Following a resolution of this nature Council will be required to withhold the requisite amount of taxation from the allowance prior to the allowance being paid to Councillors.

Further the formal substantiation requirements of the *Income Tax Assessment Act 1936* will apply and require the Council to issue a statement of earnings or a payment summary to elected members at the end of each financial year. The Council is also required to make payment of the PAYG tax directly to the Tax Office on behalf of its elected members.

Under Division 446, where a Council makes a 'unanimous resolution' it will continue in force (regardless of elections) until there is a further unanimous resolution annulling the original resolution.

A resolution by a Council to be treated as an "eligible local governing body" will not exempt Councillors from the requirement to declare their allowance in their annual income tax returns. Furthermore, the provisions of other taxation laws administered by the Commissioner of Taxation such as Superannuation and Child Support and Fringe Benefits Tax will, upon passing a resolution to be treated as an eligible local governing body as described above, also apply to a Councillor.

Other considerations to be taken into account by any Council which is considering whether or not to resolve to become an 'eligible local governing body' are:

- Councillors will be subject to FBT considerations because they are treated for taxation purposes as employees. For example, a vehicle for the Mayor and councillors entertainment will be subject to FBT costs to the Council; and
- An effective salary sacrifice arrangement could be entered into between the Council and elected members such that contribution could be made to a complying superannuation fund in lieu of the allowance which would not become assessable income in the hands of the members.

### **Proposal**

For Council to decide as to whether a resolution under section 221B of the *Income Tax Assessment Act 1936* is made.

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

As indicated above if a Council does make a section 221B resolution, then Councillors will be employees for FBT purposes.

Therefore any benefits which are provided by Council to Councillors such as:

- the provision of a motor vehicle; and
- expense payment benefits etc.

may be subject to FBT. This would result in additional costs to Council.

It is strongly advised that Councillors seek their own independent advice from a taxation specialist on their specific circumstance. Each Councillor has individual circumstances. Whilst some may find it attractive, the additional burden of the allowance being treated as salary and wages earnings might inadvertently impose additional taxation or benefit complications for others.

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

The *Income Tax Assessment Act* sets out the requirements for a resolution.

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

Not applicable.

**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.

No community engagement is required other than to inform the community through the preparation of this report.

**Implementation**

If Council made a resolution that it be treated as an eligible local governing body, implementation of the various aspects would occur as soon as possible.

**Conclusion**

For Council to be treated as an eligible local governing body under section 221B of the *Income Tax Assessment Act 1936* a resolution needs to be made unanimously by Council.

**Attachments**

Nil

**Recommendation(s)**

***That Council is/is not treated as an eligible local governing body under section 221B of the Income Tax Assessment Act 1936.***

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CORPORATE AND COMMUNITY SERVICES

| ITEM | |
|------------|----------------------------------------------------------------------------|
| OM132301-3 | COLAC ANGLERS CLUB - RENEWAL OF LEASE FOR CLUBROOM AT LAKE COLAC FORESHORE |
| OM132301-4 | COUNCIL PLAN SECOND QUARTER PERFORMANCE REPORT OCTOBER - DECEMBER 2012 |
| OM132301-5 | MELBOURNE CUP DAY PUBLIC HOLIDAY |
| OM132301-6 | SECOND QUARTER FINANCIAL PERFORMANCE REPORT 2012-2013 |

OM132301-3**COLAC ANGLERS CLUB - RENEWAL OF LEASE FOR CLUBROOM AT LAKE COLAC FORESHORE**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Paul Carmichael | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/3291 |

Purpose

The purpose of the report is to obtain Council approval for the renewal of the Colac Angler's Club's lease of their clubroom located at the Lake Colac Foreshore.

Declaration of Interests

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

Background

The Colac Anglers Club's lease for their clubroom expired on 30 June 2012.

The clubroom building is addressed as 3 Fyans Street Colac and is located on the south western end of the car park the Lake Colac Foreshore. The land on which the rooms are located is in Crown Land which is managed by Council as a Committee of Management.

A new lease was drafted containing essentially the same conditions as the previous lease and was provided to the club for comment. After some delay the club returned the new lease signed and advised they agreed to the conditions contained therein.

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.

The proposal accords with the Council Plan in that it seeks to facilitate the provision of an amenity to a community group for recreational purposes.

Issues / Options

Council can either agree to renew the lease or not renew the lease.

Renewing the lease allows the Club to continue to operate from this building and provide a popular recreational activity for the community.

To not renew the lease would mean the club would have to locate another premises from which to operate and meet. This would not be desirable.

Proposal

The club has operated successfully for many years and has a strong membership base. In recent times its members have performed with distinction at regional fishing competitions. The club therefore provides an opportunity for members of the community to partake in a popular recreational activity and to join with people with a similar interest. It therefore provides an important community social function.

It is therefore proposed that Council renew the lease for a period of five years as from 1 July 2012. (As the club has already signed the draft lease with this date it is proposed not to amend the starting date). The club has continued to occupy the building in the meantime.

The building itself has limited potential to be used by anyone else for any other purpose.

The new lease will therefore terminate on 30 June 2017.

Financial and Other Resource Implications

Rental payable will be \$735 (including GST) for 2012-13 and increase over the period to \$855 (including GST) by 2016-17. The club will also be liable for any charges or levies raised by authorities, utilities etc.

The club will be responsible to maintaining all fixtures and fittings and the immediate surrounds of the building

Risk Management & Compliance Issues

Not applicable

Environmental and Climate Change Considerations

Not applicable

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 has been to consult and collaborate as the Council has sought to arrive at a mutually agreeable lease with the club.

There was no requirement for the lease to be advertised for public comment.

Implementation

If Council agrees to renew the lease, the lease will be finalised immediately.

Conclusion

As the proposed lease seeks to renew an existing occupancy arrangement, it is recommended Council agree to renew the lease as outlined in the report.

Attachments

1. Colac Anglers Club Inc. Lease Agreement

Recommendation(s)

That Council:

1. ***Agrees to renew the lease with the Colac Anglers Club Inc. to occupy the building at 3 Fyans Street, Colac (on the Lake Colac Foreshore) for use as a clubroom for a period of five years – 1 July 2012 to 30 June 2017.***
2. ***Resolves that the lease document be signed and sealed by Council.***

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OM132301-4

## COUNCIL PLAN SECOND QUARTER PERFORMANCE REPORT OCTOBER - DECEMBER 2012

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Margaret Giudice               | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/95772     |

### Purpose

This report provides information to Council and the community on the progress of achieving the Key Actions from the Council Plan 2009-2013 for the second quarter of the financial year, ending December 2012.

### Declaration of Interests

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

### Background

Council approved the revised 2009-2013 Council Plan at the Council meeting held on 27 June 2012.

### Council Plan / Other Strategies / Policy

#### Leadership and Governance

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

### Issues / Options

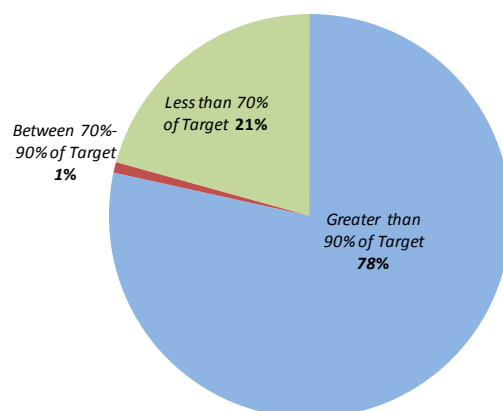
The attached report provides Council with the second quarterly progress report as at 31 December 2012 against the Council Plan 2009-2013.

The Council Plan consists of six Key Result Areas for the four year Council Plan period:

- Leadership and Governance
- Physical Infrastructure and Assets
- Land Use and Development
- Environmental Management
- Economic Development
- Community Health and Wellbeing.

Each Key Result Area incorporates a number of Council Plan Strategies (what we want to achieve) and Key Actions (how we will do it). The Strategies and Key Actions are reviewed every 12 months for currency and form the basis of Annual Business Plans and Budgets for each Business Unit of Council.

**Progress on Council Plan Key Actions  
October – December 2012**



Progress on the 116 Council Plan Key Actions is measured cumulatively over the year, with a target set for each quarter. The status of the Key Actions at the close of the second quarter is as follows:

- 91 Actions at least 90% of target
- 1 Actions between 70% and 90% of target
- 24 Actions less than 70% of target

Actions achieving less than 90% of target for the quarter do so because these projects are in the early stages and will progress in the second half of the year. This includes 5 actions that have not commenced, designated 'No Progress; three of these are scheduled to commence in the next quarter and two are dependent on additional resources to activate them.

Progress against the Council Plan Key Actions and annual Business Plan actions are routinely updated in the Interplan® business software performance system. Along with progress comments, responsible officers are required to indicate the current status and percentage of achievement. For Council Plan Key Actions, percentage progress is represented by 'traffic lights' throughout the attached report, with cumulative progress for each of the six Key Result Areas reflected in the progress gauges on the first page of the report. The first gauge in the report depicts total progress for the quarter against the 2012/13 Council Plan actions.

As at 31 December 2012, the end of the second quarter, the organisation is on track to achieve a successful outcome for this financial year.

### **Proposal**

That Council considers the quarterly report as provided.

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

There are no financial or resource implications as a result of this report.

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

This report meets the reporting and risk obligations of officers to Council.

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

Applied in preparation of Council Plan and adoption of budgets.

### **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 would be inform as per statutory obligations when preparing Council Plan and Budget. This is a quarterly report that is for the information of Council.

### **Implementation**

Council Plan and Budget are already implemented and operating.

### **Conclusion**

The Council Plan Progress Report reflects the progress to date for the second quarter of the 2012/13 year, with the majority of actions well underway.

### **Attachments**

1. Council Plan quarterly progress report 20121220

**Recommendation(s)**

***That Council receives the 2012/2013 Council Plan Second Quarter Performance Report for the three months ending 31 December 2012.***

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OM132301-5**MELBOURNE CUP DAY PUBLIC HOLIDAY**

| | | | |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR: | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96507 |

Purpose

For Council to consider maintaining Colac Show Day as a public holiday in lieu of the Melbourne Cup Day Public Holiday.

Declaration of Interests

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

Background

At the Council meeting held on 22 April 2009 Council resolved:

“that Colac Show Day on the Friday to be the public holiday instead of the Melbourne Cup Day and the Colac Show Day public holiday be the preferred day for the term of this Council, that is 4 years.”

For 2009, 2010, 2011 and 2012 Colac Show Day (on the Friday) has been the designated Public Holiday for the Colac Otway Shire.

In 2011 the *Public Holidays Act 1993* was amended to provide regional Councils the ability and flexibility to make the public holiday arrangements that best suit their local communities in lieu of Melbourne Cup Day.

Council is able to nominate one full day or two half-day public holidays in one or more parts of the municipality as a substitute for Melbourne Cup Day.

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

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

Issues / Options

Section 8A of the *Public Holidays Act 1993*

- “8A Council may request substitute holiday for Melbourne Cup Day
- (1) A non-metropolitan Council may request in writing that the Minister make a declaration under section 8(1) –
- (a) that the day appointed under section 6 being the first Tuesday in November (Melbourne Cup Day) is not in a specified year such a public holiday in the whole or any part of the municipal district of that Council; and
- (b) that another day or 2 half-days (one half-day of which may be Melbourne Cup Day) be appointed as a public holiday or 2 public half-holidays in that year.

- (2) *A request under subsection (1) must –*
- (a) be made at least 90 days before the Melbourne Cup Day to which the request relates; and*
 - (b) specify the day or 2 half-days of the substituted public holiday; and*
 - (c) specify the reasons for making the request.*
- (3) *In making a declaration on a request under subsection (1), the Minister must not appoint a Saturday or a Sunday as a public holiday or a public half-holiday.*
- (4) *A public holiday or 2 public half-holidays appointed under section 8(1) on a request under subsection (1) in respect of part of a municipal district of a Council applies or apply only in that part of the municipal district.*

Arrangements

As noted in Section 8A, Councils need to make their request for alternative arrangements to the Minister for Innovation, Services and Small Business at least 90 days prior to Melbourne Cup Day. The request needs to specify:

- the area or areas in the municipality subject to the proposed substitute arrangements;
- the nominated day or two half-days in lieu of Melbourne Cup Day; and
- the reasons for the request.

It should be noted that Council may nominate a half-day on Melbourne Cup Day itself as one of its half-day public holidays.

Options

There are a number of options available to Council under the *Public Holidays Act 1993*.

- a) Council not to declare a substitute day as a public holiday
- b) Declare the Colac Show Day as a public holiday throughout the municipality
- c) Declare the Colac Show Day as a public holiday for only part of the municipality
- d) Declare two half-days as public holidays.

Proposal

That Council declares the Colac Show Day as a substitute public holiday for the Melbourne Cup Day for the term of this Council, that is 2013, 2014, 2015 and 2016.

Financial and Other Resource Implications

If the proposal is adopted, the only cost would be advertising in the local media.

Risk Management & Compliance Issues

The *Public Holidays Act 1993* provides details if Council wishes to change the declared Melbourne Cup Day Public Holiday.

Environmental and Climate Change Considerations

Not applicable

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.

If Council resolved to continue with Colac Show Day as the substitute Public Holiday, a public notice would be inserted in local newspapers and newsletters.

Implementation

As per section 8A of the *Public Holidays Act 1993* Council will follow the process in nominating Colac Show Day as the public holiday in lieu of Melbourne Cup Day.

Conclusion

Non-metropolitan municipalities are able to nominate an alternative public holiday or half-days to Melbourne Cup Day if they wish.

The Colac Show Day (Friday) has been the declared Public Holiday for the past four years. It is recommended that no change is made to the arrangements that have been in place.

Attachments

Nil

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

- 1. Nominates the Colac Show Day (Friday) to be the public holiday as a substitute for Melbourne Cup Day for the next 4 years being 2013, 2014, 2015 and 2016.***
- 2. Writes to the Minister for Innovation, Services and Small Business requesting the alternative arrangements for Melbourne Cup Day.***

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**OM132301-6****SECOND QUARTER FINANCIAL PERFORMANCE REPORT  
2012-2013**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Brett Exelby                   | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/3291     |

**Purpose**

This report provides information to Council and the community on the financial performance of Council for the first quarter of the financial year, ending December 2012.

**Declaration of Interests**

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

**Background**

Council adopted the budget for 2012-2013 including the Capital Works Programme at the Council meeting held 27 June 2012. The attached report seeks to provide information on the performance of Council against the adopted budget.

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

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

**Issues / Options**

Attached to this report is the Second Quarter Financial Performance Report 2012-2013.

At the time the budget for 2012-2013 was prepared, it was expected that Council would see an operating surplus of \$6.379 million. Council continues to revise the estimate for the 2012-2013 year activities as more accurate information comes to hand, with the current operating surplus forecast to be \$5.892 million.

The achievement of an operating surplus for the 2012-2013 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2012-2013 financial year.

Council currently has a cash at bank balance of \$8.851 million, which is higher than for the same time in 2011-2012 mainly due to a significant level of grants received in advance.

In addition, at the Ordinary Council meeting held 19 December 2012, Council resolved

*"That Council:*

- 1. Notes with concern that employee costs have significantly exceeded the approved budget over a number of years.*
- 2. Calls on Council to table a report at the January 2013 Ordinary meeting detailing the actual employee costs for the six months ending 31/12/12 compared to the 2012-2013 budget.*

3. *Calls for the report to detail what steps Council will take to ensure that employee costs for the current financial year will be kept within the budget, if the report shows that they are currently running over budget."*

In response to this resolution, the employee costs for the six months ending 31 December 2012 are \$7,586,349 as compared to the year to budget for that period of \$7,701,812. The result for the year to date is \$115,463 less than was budgeted for the same period.

Council will continue to monitor the employee costs and will further report on employee costs as compared to budget in the third quarter financial performance report.

The attached report includes further details on Council's financial performance for the second quarter of the 2012-2013 financial year.

### **Superannuation Liability**

Officers are currently undertaking a detailed review of Capital Works and Special Projects for 2012-13, to establish whether funds can be reallocated to the Defined Superannuation Liability.

A further additional paper will be provided to Council prior to the Council Meeting detailing savings to date on projects and possible deferral of projects.

If projects are to be deferred it is important that a decision is made as soon as possible as planning has been undertaken in many of the projects. It is also beneficial to Council in paying off any of the liability earlier than July 2013.

There will need to be further discussions on the Defined Benefits Superannuation Liability as part of the 2013-14 Budget as the balance of the liability is required to be paid in July 2013.

### **Proposal**

That Council considers the report as detailed herein, receives the report as provided and notes the forecast changes to date.

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

Financial and resource matters affecting the budget performance of Council are detailed in the quarterly finance report.

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

This report meets the reporting and risk obligations of officers to Council.

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

Applied in preparation of Council Plan and adoption of budgets.

### **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 as per statutory obligations when preparing the Council Plan and Budget. This is a quarterly report that is for the information of Council.

### **Implementation**

Council Plan and Budget are already implemented and operating.

**Conclusion**

This report has been compiled by the Finance and Customer Service Unit with the assistance of other affected business units of Council and reflects the performance to date of Council against the budget and targets set by Council for the second quarter of the 2012-2013 year.

**Attachments**

1. Report - Quarterly Council Report - 2012-2013 - Quarter 2 Financial Performance Report to Council

**Recommendation(s)**

***That Council receives the second quarter financial performance report for 2012-2013.***

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INFRASTRUCTURE AND SERVICES

| ITEM | |
|------------|---------------------------------------------------|
| OM132301-7 | APOLLO BAY AIRFIELD LICENCE AGREEMENTS |
| OM132301-8 | CRESSY-SHELFORD ROAD PROGRESS REPORT JANUARY 2013 |

OM132301-7**APOLLO BAY AIRFIELD LICENCE AGREEMENTS**

| | | | |
|-------------|---------------------------|-----------|-----------|
| AUTHOR: | Neil Allen | ENDORSED: | Rob Small |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | F11/3291 |

Purpose

The purpose of this report is to advise Council on the progress of renewing the Licence Agreements with the two (2) tenants operating from the Apollo Bay Airfield.

Declaration of Interests

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

Background

At present there are two (2) small aviation related businesses operating from the Apollo Bay Airfield as per the details below:

1. Apollo Bay Aviation
Licensee: Victor F Bongiorno
Address: 3 Telford Street, Marengo VIC 3233
2. Torqair Pty Ltd
Licensee: Sandra and Randy Walsh
Address: 325 Black Gate Road, Torquay Vic 3228

In 2009 Council had resolved to signing a 17B Licence Agreement under the *Crown Land Act 1978* in place of a lease agreement for a period of three (3) years commencing on 1 November 2009 and ending on 31 October 2012 and the following was resolved:

1. Accept 17B Licence Agreement under the *Crown Land Act 1978* in place of a lease agreement
2. Sign and seal the Licences for a three (3) year period for Apollo Bay Aviation and Torqair Pty Ltd
3. Adopt the licence fee structure based on \$2 per square metre of aircraft parking area used - amounting to \$1,100 for 550 square metre aircraft parking area for Apollo Bay Aviation and \$1,000 for 500 square metre for aircraft parking area for Torqair Pty Ltd
4. Increase the licence fee to \$2.25 per square metre in the second year and \$2.50 per square metre in the third year of Licence Agreement
5. Consider the further renewal of licence six (6) months prior to expiry of licence period upon written request from the licensee
6. Explore options of collection of landing fee within the next 12 months and report the outcome to Council
7. Request the addition of the following clause as a special condition at 16.10 into the Licence Agreement with Apollo Bay Aviation:

"The Licensee may upon the cancellation or expiration of the licence, remove all buildings and structures and fixtures constructed or erected on the licensed premises by the licensee and forthwith make good all damage caused to the licensed premises by their affixing, retention or removal."

On 13 August 2012, Mr Victor Bongiorno wrote to Council requesting a 10 Year License which was not supported by DSE.

A memo dated 7 November 2012 was circulated to all Councillors and the Executive team advising of the current status of the two (2) licences and providing future direction. The matter was discussed at length during the 28 November 2012 Council meeting and Council resolved the following:

“Motion - Moved Cr Chris Smith, Seconded Cr Michael Delahunty

- 1. That the two (2) current operators at the Apollo Bay Airfield be offered the opportunity to enter into either a three year OR a 3+3+3 Licence Agreement.***
- 2. That the licence SCHEDULE and LICENCE CONDITIONS shall be the same for both operators as the previous licence granted to Apollo Bay Aviation with the commencement date of 1 November 2009 with the following exceptions:***
 - a. The licence fee rate will be \$3.00/m2 each year***
 - b. The annual increase in fees will be in line with the Consumer Price Increase (CPI)***
 - c. That in the case of a 3+3+3 year licence, the licence will continue each three years unless:***
 - i. There is a breach of the Schedule or Licence Conditions***
 - ii. Council identifies through an Apollo Bay Airfield Management Plan that there is reason to terminate or alter the licence.***

Carried 7:0”

DSE was advised of the above Council resolution from the 28 November 2012 meeting on 3 December 2012 and a letter of response from DSE was received dated 10 December 2012 that was circulated to the Councillors and discussed at the December 2012 Councillor Briefing Session.

The DSE letter dated 10 December 2012 indicated that if the Council was not satisfied with the 3 Year Licence, they should provide reasons for a longer term licence including a long term plan and strategic outlook.

The letter also stated:

“While the Department still does not favour a licence period longer than 3 years, it is willing to consider Council’s request providing the reasons for requesting a term longer than 3 years is clearly provided. eg: supported by a business, strategic or management plan.

If Council is going to offer the current operators licences for greater than 3 years, licence documents need to be prepared and submitted to the Department for approval in principal before any such offer is made to the licensees. The Department will seek the inclusion of special conditions relating to the full review of the licenses when the Management Plan is complete.”

In accordance with the letter from DSE, Apollo Bay Aviation were asked to provide further information regarding their long term plan and justification for requesting for a long term Licence. A response was received from Apollo Bay Aviation dated 21 December 2012 providing the following justification in support of longer term Licence:

- 1. I seek a long term licence for the peace of mind of security of tenure and the ability to make seasonal business plans (planning up to 5 years in advance) with confidence and security.***

2. *My long term strategic outlook is to ultimately increase the number of tourists coming down the Great Ocean Road to fly with me and my business (see www.apollobayaviation.com.au) and thereby have the spin-off of benefitting other local businesses such as accommodation and restaurants in the local region. I have recently investigated other modes of advertising for more direct access into the Melbourne market.*
3. *The three year licence does not allow me the time frame to trade with confidence as it is too short a window for investing time and money (and also my emotional investment knowing it could all change in the next year for example) in any well constructed business plan.*

A further letter dated 9 January 2013 was written to DSE incorporating the information from Apollo Bay Aviation seeking consideration towards a longer term licence. DSE after careful consideration of all the aspects have advised that they will formally write to council proposing a five (5) year Licence allowing enough time to the Licensees to prepare a Business Plan prior to next Licence Agreement being signed.

The other Licensee "Torquair Pty Ltd" has not pursued a long term Licence but Council should apply consistency in renewing both the Licences by including similar terms and conditions in both the licence agreements.

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. Manage Council's buildings and facilities in a responsible, safe and sustainable manner.

Economic Development

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

Issues / Options

a) Development of a Long Term Strategic Management Plan

Officers had previously submitted a Business Case in the 2011/12 budget process for undertaking a Business/Management Plan for the development of airfields within the municipality; however this has not been funded.

No funding is currently available for Council to develop any Business, Strategic or Management Plan for the Apollo Bay Airfield. Without this funding and the associated documentation, Council cannot satisfy the DSE requirements to extend the license for greater than 3 years, as requested in the letter of 10 December 2012.

b) Follow up of Strategic Planning Advice

At the December council briefing session it was indicated that DSE may not require a Strategic Plan to be developed for the Apollo Bay Airfield in order for a longer term lease to be provided/approved for the existing tourism businesses located at that site.

Clarification was sought which suggested that provided sufficient strategic direction may exist in Council's Municipal Strategic Statement (MSS) and Planning Scheme that addressed the longer term future plans for the Airport, this may suffice as evidence to DSE that Council did have a strategic perspective on the future of the airfield which may satisfy their requirements for the provision of a longer term lease for these businesses.

It has been verified that there is a brief one line statement on the MSS and little in the actual Planning Scheme that relates to this matter - apart from that to be found in the Apollo Bay Structure Plan which has been adopted by Council and is referenced in the Planning Scheme. There is certainly nothing to suggest a strategic direction from Council for the long term future of the current airfield site.

The statement in the MSS simply states ***“Ensure continued and improved air access to the Apollo Bay region”***, which does not specifically refer to the current site, and when read in conjunction with the information from the adopted Apollo Bay Structure Plan, clearly relates to the need to ensure that air access to the ‘Apollo Bay Region’ is maintained at whatever location Council may determine after undertaking the strategic work required to enable this to occur.

Advice has been received from Council’s Planning Department as follows;

“The Structure Plan refers to “a Study of the Airfield in 2001”, which proposed plans for the expansion of the airfield to cater for twin-engine aircraft to cater for tourism growth, and among other things, the construction of a new runway with an alignment chosen to minimise impacts relating to noise vegetation and habitat disturbance in order to cater for aviation growth over the next 20 years, and recommended acquisition of some adjoining land.

The Study report, as quoted in the Structure Plan, also stated that:

“Three options appear to be available to ensure continued and improved air access to the region:

- ***Upgrading the existing airfield at Marengo/Apollo Bay,***
- ***Relocating the airfield to an alternative location, or***
- ***Maintaining the airfield with limited use and developing an alternative for larger aircraft.”***

It concluded that:

“The future of the airfield will need to be determined by Council with further expert advice and consideration of impacts on tourism, safety and the availability of alternative sites.” *The report goes on to say that “It must be noted that residential development must not occur on the airfield site unless an alternative site is found and recognised.”*

The Plan was never adopted by Council.”

This firmly supports the view that there is a need for Council to undertake an Airfield Strategy Plan to address the issues highlighted in the Apollo Bay Structure Plan and that this should be done prior to an extended lease/licence being provided to the current operators as required by the correspondence previously received by Council from DSE in relation to this matter.

Proposal

Based on details provided by Apollo Bay Aviation for a longer term Licence (email dated 21 December 2012), a letter has been sent to DSE seeking consideration for a longer term Licence up to 10 years duration. However, Council has been informally advised that DSE will consider a new 5 year licence term at this stage.

Once a formal response is received from DSE the matter will be able to be finalised. In the interim both the Licensees have been advised to continue operating as usual until the matter is satisfactorily resolved.

Financial and Other Resource Implications

The new licence fee structure will be based on a fee of \$3.00 per square metre of aircraft parking area used (including GST) with equates to the following:

- a) Apollo Bay Aviation - \$1650 for 550 square metres of aircraft parking area
- b) Torqair Pty Ltd - \$1500 for 500 square metres of aircraft parking area

The proposal is to increase the licence fee each financial year based on the consumer price index (CPI) which will be a nominal increase and should be affordable to the two (2) parties.

Risk Management & Compliance Issues

Provision has been made in the Licence Agreement for a public liability insurance policy, indemnity and incident reporting clauses for minimising Council's risk liability.

Environmental and Climate Change Considerations

Not applicable.

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 would be Inform and consult. Consultation has been made with the two (2) tenants and DSE as part of the licence review process in order to account for any issues of mutual concern. All the relevant information has been circulated to the Councillors and Executive team for information and feedback.

Implementation

As mentioned above, DSE has been made aware of Council's resolution at the 28 November 2012 meeting for a longer term Licence Agreement spanning over nine (9) years.

DSE has asked for further information in support of longer term Licence Agreement. The information received from Apollo Bay Aviation has been forwarded to DSE in support of a longer term Licence of up to 10 years.

Council has not allocated any funding for this project and therefore a business, Strategic or Management Plan cannot be provided by Council. A response is awaited from DSE, who at this stage have indicated that they may consider a 5 year licence.

Conclusion

The DSE has been made aware of Council's resolution from the 28 November 2012 Council meeting supporting the longer term Licence Agreement for the two (2) aviation businesses operating from the Apollo Bay Airfield for providing greater confidence and assurity of ongoing business operations.

The information received from Apollo Bay Aviation (email dated 21 December 2012) has been forwarded to DSE in support of consideration for a longer term Licence. A further response is awaited, however, Council has been informally advised that DSE will consider a new 5 year licence term at this stage.

It is felt that DSE's expectation is for a longer term Business Plan/Strategic Plan which Council will need to prepare in future in consultation with all Airfield users/stakeholders. Council is awaiting formal advice from DSE.

Attachments

1. Email DSE 3 December 2012
2. DSE Letter 10 December 2012
3. Email DSE 21 December 2012
4. Email VBongiorno 21 December 2012
5. DSE Letter 9 January 2013
6. Abstract from Apollo Bay Structure Plan

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

1. ***Notes the contents of the report for information.***
2. ***Subject to receiving formal advice from DSE, proposes a five (5) year Licence period to both the Licencees.***
3. ***Authorises the Chief Executive Officer to sign the five (5) year Licence should the Licencees agree to accept the five (5) year Licence proposal.***

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**OM132301-8****CRESSY-SHELFORD ROAD PROGRESS REPORT  
JANUARY 2013**

|             |                           |           |            |
|-------------|---------------------------|-----------|------------|
| AUTHOR:     | Simon Howland             | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | F11/3162   |

**Purpose**

To provide Council with an update of the actions undertaken to date in relation to the Cressy-Shelford Road Agreements with the Department of Sustainability, Environment, Water, Population and Communities (SEWPaC - formally the Department of Environment Water, Heritage and the Arts) and the Department of Sustainability and Environment (DSE).

**Declaration of Interests**

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

**Background**

Council engaged a road construction contractor to undertake roadworks along the Cressy-Shelford Road in April 2008.

The works method employed by Council's contractor, during the roadwork activity, resulted in the removal and damage of a significant amount of an endangered vegetation community.

An on-site meeting on 7 May 2008 revealed that the vegetation damaged or removed was significant and due to the presence of rare species known to be on-site that it constituted a possible breach of three pieces of legislation:

- *The Federal Environment Protection and Biodiversity Conservation Act (EPBC Act) (1999)*
- *The State Environment and Planning Act (1987)*
- *The State Flora and Fauna Guarantee Act (FFG Act) (1988)*

On 9 October 2009 Council signed a Memorandum of Understanding (MoU) with the DSE which secured Council's commitment to implementing the 'Cressy-Shelford Road Proposal March 2009'. On 13 October 2009 Council signed a similar document, an Enforceable Undertaking (EU), with SEWPaC which listed the actions Council is required to undertake to facilitate the rehabilitation of the area and to implement systems and process improvements. These documents are referred to as the 'Agreements' in this report.

**Council Plan / Other Strategies / Policy****Environmental Management**

Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.

**Issues / Options**

This report has adopted the actions headings identified in the Agreements. As many of the actions within the Agreement may not have been linked to specific financial commitments the status of each action in regards to its financial commitment and action deliverables is shown. Attachment one (1) also provides a breakdown of the financial expenditure and remaining financial commitments to date.

To oversee the implementation of these actions, Council formed the Cressy-Shelford Road Steering Committee (the committee). The committee is made up of representatives from Council, DSE and the Corangamite Catchment Management Authority (CCMA).

### **Rehabilitation**

- *Financial Commitment 73% Met*
- *Action Deliverable 73% Complete*

This action relates to the rehabilitation of the affected areas along the Cressy-Shelford Road. In line with the agreement this section is broken into two key actions:

- Removal and Redistribution of the material dumped on the Cressy Shelford Road Reserve
- Development and Implementation of a Rehabilitation Management Plan

### **Removal and Redistribution**

Piles of imported gravel and soil were removed from the Cressy Shelford Road Reserve and disposed of at a location which did not support any native vegetation as directed by the Colac Otway Shire Council. In addition to this, mounds of basalt soil immediately adjacent to the area scraped were redistributed over the scalped area. This action was completed to the satisfaction of SEWPaC and the DSE.

### **Development and Implementation of a Rehabilitation Management Plan**

Biosis Research was the successful environmental consultant engaged to develop the plan.

The purpose of the plan is to direct actions for the enhancement of the native grasslands located along the Cressy-Shelford Road reserve and the restoration of areas impacted by road works. The management plan addresses the roadside reserve as a whole and provides details of appropriate works methods for Council to employ when undertaking various activities (e.g. weed control, drainage maintenance etc).

To develop the plan, Council undertook a robust consultation process with identified key stakeholders via a professionally facilitated workshop. The key stakeholders included adjoining land owners, local Country Fire Authority, landcare groups and Council Officers from both Colac Otway Shire and Golden Plains Shire.

In August 2011, Council received notification from the DSE stating that the Draft Plan had been approved. At this point, Council officers are continuing to implement the actions identified in the plan. Recent examples include a prescribed burn of the reserve with follow up weed control as well as current investigations into the formalization of the fire access track. Signage has also been installed along the reserve, in line with recommendations of the plan.

The current investigations in to the formalization of the fire track seek to fulfil all aspects and remaining financial commitments of the rehabilitation actions.

### **Internal Processes and Initiatives**

- *Financial Commitment 100% Met*
- *Action Deliverable 90% Complete*

This action refers to a range of program and process developments to improve project management systems and Council staff awareness of biodiversity assets. Although the financial aspects of these commitments have been met, some actions identified in the Agreement are still in progress or ongoing. In line with the Agreements, this section is discussed under the following headings:

- Internal Process Improvement
- Internal Training and Awareness Raising
- Roadside Mapping and Planning

#### ***Internal Process Improvement***

The key outcomes from this section include the implementation of the Environmental Assessment and Protection Policy and Procedure, as well as the improved tools to access biodiversity information. Although this action is considered to be complete, in terms of the Agreements, Council is still continuing to review process and implement improvements where necessary.

#### ***Internal Training and Awareness Raising***

A series of biodiversity conservation training sessions have been completed. The aim of these sessions was to raise the awareness of biodiversity assets within the Shire, and provide details of how and why they are protected.

The four sessions completed included:

- A two hour session for the Councillors, CEO and General Managers
- A two hour session for Managers and Coordinators
- A full day session for key Infrastructure and Planning Staff
- A full day session for COS works operational staff

In line with the project task brief, the consultants engaged for delivery of the training compiled reports of the feedback received from participants. This enabled Council to identify where the sessions were successful and where improvements can be made for future training programs. Council has now completed the required elements of internal training relating to the Agreements. However, continuous environmental awareness raising initiatives and planned environmental induction for new employees will be ongoing.

#### ***Roadside Mapping and Planning***

Mapping of biodiversity along Council Managed Roads has been completed and further detailed assessments of the threats such as invasive weeds are now being undertaken. The database used to store and analyse this information has also been enhanced to enable the information to be easily accessed as required.

The review and development of Council's Roadside Reserve Environmental Management Plan (CRREMP) and Code of Practice (the Code) is being managed by the Environment and Community Safety Unit. The CRREMP is planned to act as an overarching strategic document for management while the Code is to be utilised in the field by on ground staff, contractors and the general public. The CRREMP and first draft of the Code was completed in December 2012 and is currently reviewed internally. These two documents will be sent to key stakeholders within Council for comment in late January 2013 before a final draft is sent to Executive for approval by the end of March 2013.

The inclusion of the biodiversity mapping into Council's Planning Scheme is being managed by the Strategic Planning unit. Currently the amendment documents have been prepared and are to be presented to Council in January 2013. Following authorisation it is expected that the amendments will go on public exhibition early 2013. After this the Strategic Planning Unit will assess submissions, report back to Council, request and appoint a panel and finally seek adoption from the Minister. It is anticipated that the completion date will be mid to late 2013.

***External Awareness Raising Initiatives***

- *Financial Commitment 100% Met*
- *Action Deliverable 100% Complete*

This action relates to initiatives that aim to provide increased protection for native grassland and associated threatened species, by raising community's awareness of their presence and legislative protections.

The Cressy-Shelford Road Presentation (the presentation) is one of the programmes that has been undertaken to meet the aim of this action. The presentation, delivered by Council Officers, covers the incident and associated impact of the works that took place along the Cressy-Shelford Road. Specific attention is drawn to the complex requirements of Victorian and Commonwealth environmental legislation and the vulnerabilities of local government. This presentation also details the recovery of the sites damaged and the robust project management systems that have developed by Council. At this point in time, Council has delivered this presentation to the following organisations:

- Municipal Workers Association
- Environment Institute of Australia and New Zealand
- Southern Grampians Shire Council
- City of Ballarat
- Hepburn Shire Council
- Moorabool Shire Council
- Pyrenees Shire Council
- VicRoads
- Probus Association of Victoria
- The Institute of Public Works Engineers Australia

Feedback from these sessions has been very positive, with the organisations expressing their appreciation of Council time. Many participants have requested a copy of Council project management policies to assist them in the development of their own internal systems.

To engage with the broader community, Council has embarked upon a roadside signage program to raise the awareness of threatened species throughout the Shire. The completion of this project saw the installation of six signs which displayed the image of a local threatened species, along with its name and conservation status. Council engaged the graphic design consultant, Challis Designs, to assist with the development of the signs. This project was completed in September 2012. Council's Agreement commitments for external awareness raising is now also considered complete.

**DSE Payments**

- *Financial Commitment 100% Met*
- *Action Deliverable 100% Complete*

This action relates to a vegetation offset payment for losses incurred at the Cressy Shelford Road and is equivalent to the value of 3.3 habitat hectares of Victorian Volcanic Plains Grassland. The final of several payments made to the DSE to complete this action was made in May 2010.

**Co-ordination and Reporting**

- *Financial Commitment 100% Met*
- *Action Deliverable 100% Complete*

This action relates to Council's commitment to appoint a full time Infrastructure Environment Officer employed to oversee and co-ordinate all environmental roadside management matters on behalf of Council. The appointment of the officer (for a period of two (2) years) was also designed to manage and report on the Cressy Shelford Road commitments as defined in the Agreements. Although the financial commitment of this officer's role has been completed as per the agreement, the role has been made an ongoing position to ensure Council's activities are adhering to all environmental regulatory requirements.

**Proposal**

Council continues to implement the final remaining actions as listed in the Agreements with SEWPaC and DSE.

**Financial and Other Resource Implications**

Council has allocated funds to support the completion of the identified actions.

**Risk Management & Compliance Issues**

As highlighted, Council has entered into Agreements with each of these Government Departments and is required to complete the actions listed.

**Environmental and Climate Change Considerations**

The implementation of the agreed actions will work towards protecting and promoting the environmental assets of the Shire.

**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 has been to inform and includes the significant community engagement referred to within this report and the community will continue to be engaged throughout the delivery of the identified actions.

**Implementation**

Council's Infrastructure Environment Officer will continue to implement the actions listed in the Agreements.

**Conclusion**

At this point in time Council has successfully implemented a range of actions required of the Agreements that will work towards protecting the environmental assets of the Shire. Although there are only two commitments remaining (development of the CRREMP; and expenditure of the remaining rehabilitation financial commitments), Council is committed to improving people's understanding of biodiversity values and ensuring these are protected during the delivery of Council's works programmes.

**Attachments**

1. Financial Commitment and Expenditure

**Recommendation(s)**

***That Councillors notes the Cressy-Shelford Road Progress Report as at January 2013.***

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SUSTAINABLE PLANNING AND DEVELOPMENT

| ITEM | |
|--------------------|-------------------------------------------------------------------------------------------------------|
| OM132301-9 | PROPOSED PLANNING SCHEME AMENDMENT C70 - BIODIVERSITY MAPPING |
| OM132301-10 | ADOPTION OF PLANNING SCHEME AMENDMENT C69 (RURAL LIVING STRATEGY & FORREST STRUCTURE PLAN) |
| OM132301-11 | GREAT SOUTH COAST STREET SMART LIGHTING PROGRAM |
| OM132301-12 | GREAT OCEAN ROAD TOURISM INTERIM REGIONAL TOURISM BOARD REPORT TO STAKEHOLDERS |
| OM132301-13 | SUBMISSION ON PROPOSED INCLUSION OF THE GREAT OCEAN ROAD ON THE VICTORIAN HERITAGE REGISTER |
| OM132301-14 | G21 ECONOMIC DEVELOPMENT STRATEGY |
| OM132301-15 | PLANNING SCHEME AMENDMENT C67 (SALINITY MANAGEMENT OVERLAY) - CONSIDERATION OF SUBMISSIONS |

OM132301-9**PROPOSED PLANNING SCHEME AMENDMENT C70 -
BIODIVERSITY MAPPING**

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Gemma Browning | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/3291 |

Purpose

This report proposes that Council proceeds with the preparation and exhibition of a planning scheme amendment (Amendment C70 to the Colac Otway Planning Scheme) to update the Environmental Significance and Vegetation Protection Overlays relating to the Warrion Groundwater area in the northern part of the Shire and biodiversity values and assets across the Shire that have been mapped by the Department of Sustainability and Environment (DSE).

Declaration of Interests

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

BackgroundWhat is biodiversity mapping?

Biodiversity mapping is the identification of sites of biodiversity value. Biodiversity is the variety of living things including flora and fauna and the habitats within which they live and are maintained. Biodiversity values are currently recognised in the Planning Scheme through schedules under the Environmental Significance Overlay (ESO) and the Vegetation Protection Overlay (VPO). The ESO and VPO schedules relate to the following biodiversity values:

- ESO2 – ‘Lakes, wetlands and watercourses’ which covers aquatic systems that are valuable natural assets and provide important functions related to stream habitat, drainage, wildlife corridors and water quality. Examples of sites currently covered by the overlay schedule include Lough Calvert, Lake Colac, Barongarook Creek and the Aire River and its wetlands;
- ESO4 – ‘Habitat protection’ which covers a range of areas including wetlands and vegetation that are important for the provision of habitat for the survival of species of fauna including those listed under legislation as rare or threatened. Examples of sites currently covered by the overlay schedule include Cundare Pool and Mt Hesse because of brolga breeding habitat and the Cressy Trotting Track because of its habitat value for the Striped Legless Lizard;
- VPO1 – ‘Significant and remnant vegetation’ that is valuable for maintaining biodiversity, functions as wildlife corridors, aids in land protection and provides landscape and recreational value. Examples of sites currently covered by the overlay schedule include the Colac foothills, Pomborneit Stoney Rises and Marengo Heathlands; and
- VPO2 – ‘Roadside vegetation’ within the Shire that often contains the last vestiges of flora communities, have a high conservation value, are important wildlife links and provide landscape and scenic value. Examples of sites covered by the overlay

schedule include Cressy-Shelford Road, Poorneet Station Road and Barongarook Road.

Sites currently covered by the ESO and VPO schedules were mapped and included in the Planning Scheme in 2002. In 2009, DSE with the support of Council, revisited various databases to update biodiversity mapping.

The updated mapping also informed the development of new tables of biodiversity values for the existing overlay schedules which provide detailed information on individual sites or areas of biodiversity value whether related to aquatic ecosystems, habitat or vegetation. The tables include information on Ecological Vegetation Classes (EVCs), threatened species and biodiversity asset descriptions. This level of information is useful for Council because it not only covers areas of value in a mapped form but also conveys information to assist in decision making about what it is that is important about a particular site or area covered by the particular overlay.

What are the changes?

The updated mapping of biodiversity values and assets in the Shire will result in the following types of changes being implemented through a planning scheme amendment:

- Updating of the Tables of Values listed under the following overlay schedules:
 - ESO2 with a change in coverage from 32 to 46 aquatic sites identifying lakes and wetlands of the northern volcanic plains and rivers, estuaries and coastal wetlands found in the Otway Ranges and on the coast. Some of these aquatic systems are listed under the international RAMSAR Convention as a wetland of importance whilst others provide valuable habitat as breeding sites and drought refuge for wetland birds including the iconic Brolga, various fish species and wetland flora. The Aire River is recognised as a Heritage River and as a productive estuary;
 - ESO4 with a change in coverage from 34 to 50 habitat sites identifying flora and fauna habitat comprising vegetation communities that are either important EVCs or support threatened fauna and flora species such as Corangamite Water Skink, Striped Legless Lizard, Growling Grass Frog, Brolga, Hooded Plovers or Spiny Rice-flower;
 - VPO1 with a change in coverage from 14 to 18 vegetation sites including significant or remnant vegetation areas that provide important movement corridors and support threatened or rare flora and fauna species. Areas include native grasslands on the volcanic plains, depleted vegetated communities in the Otway Foothills and vegetated links between the Otway Ranges and the coastline; and
 - VPO2 with a change in coverage from 51 to 123 roadside vegetation sites that have high conservation status, strong biodiversity habitat values and represent structurally intact vegetation communities.
- Changes in the extent and location (ie mapping) of the different overlay schedules. The change in extent of mapped area from 2002 to 2009 is shown in Table 1 below. **Attachment 1 – Colac Otway Shire Biodiversity Map** also shows the proposed mapping of biodiversity values under the various overlay schedules in the Shire.

Table 1: Comparison of changes to areas of biodiversity mapping between 2002 and 2009

| BIODIVERSITY ASSET | Estimated Areas 2002 | Estimated Areas 2009 |
|---------------------------|----------------------|----------------------|
| ESO2- Aquatic Systems | 13,366 ha | 11,154 ha |
| ESO4- Habitat Protection | 8,121 ha | 27,532 ha |
| VPO1- Remnant Vegetation | 20,965 ha | 16,887 ha |
| VPO2- Roadside Vegetation | 188 km | 366 km |

The changes are primarily the result of more accurate mapping. For example, the VPO1 has moved away from broad scale coverage, such as around the foothills south of Colac to a more targeted site specific approach but has also identified new sites closer to the coast. The increase in coverage of the ESO4 represents the inclusion of aquatic systems for their habitat value many of which are also covered by the ESO2 for their intrinsic value as waterway or wetland systems, while the number of roadsides under the VPO2 increases as a result of detailed roadside vegetation surveys undertaken in 2009/2010.

- Provision of updated mapping presents an opportunity to review the environmental policies in the Municipal Strategic Statement (MSS) and in the overlay schedules themselves. Proposed changes to the MSS are described below and contained in **Attachment 2 - Amended MSS Clauses**.

The overlays provide good coverage for biodiversity conservation purposes, however, the MSS policies do not refer specifically to biodiversity values and the need for protection. Policy references are indirect in terms of environmental features and natural assets and tend to focus on functional areas such as water and vegetation with little description of the key biodiversity values worthy of protection and enhancement under the Planning Scheme. This lack of emphasis and recognition is most apparent in Clauses 21.02, 21.04 and 21.06. Specific changes proposed include:

- Amend Clause 21.02-1 – ‘Land Use Vision’ and the Colac Otway Strategic Framework Plan to improve the identification of key biodiversity values located within the Shire to be protected and enhanced.
- Amend Clause 21.04-2 – ‘Water’ to refer to the biodiversity values of aquatic systems and to add an additional objective and strategy for protection and enhancement of the ecological values of the lakes, wetlands and waterways.
- Amend Clause 21.04-3 – ‘Vegetation’ to refer to the biodiversity value of native vegetation and its protection and enhancement.
- Amend Clause 21.06 – ‘General Implementation’ to update reference to the use and mapping review of the ESO2, ESO4, VPO1 and VPO2 under the headings ‘Using Zones, Overlays, Local Policy and the Exercise of Discretion’ and ‘Undertaking Further Strategic Work’.

- Amend Clause 21.07 - Reference Documents under 'Environment' to update and include references to "Colac Otway Shire Biodiversity Map October 2009 Main Report" and the "Colac Otway Shire Roadside Survey 2009."
- With respect to the overlay schedules themselves, proposed changes are described below and provided in **Attachment 3 – Amended Overlay Schedules:**
 - Amend the Environmental Significance Overlay Schedule 1 (ESO1 - Warrion Groundwater Protection Area) to provide an updated statement of environmental significance, objectives, permit, application and referral requirements and decision guidelines.
 - Amend the Environmental Significance Overlay Schedule 2 (ESO2 - Lakes, Wetlands and Watercourses) to provide an updated statement of environmental significance, permit requirements, decision guidelines and the Table of Values.
 - Amend the Environmental Significance Overlay Schedule 4 (ESO4 - Habitat Protection) to provide an updated statement of environmental significance, objectives, application requirements, decision guidelines and the Table of Values.
 - Amend the Vegetation Protection Overlay Schedule 1 (VPO1 - Significant and Remnant Vegetation) to provide updated application, referral requirements, decision guidelines and the Table of Values.
 - Amend the Vegetation Protection Overlay Schedule 2 (VPO2 - Roadside Vegetation) to provide updated application requirements, decision guidelines and Table of Values.

Additional Changes

An additional component of the amendment includes the opportunity to amend the ESO1 relating to the Warrion Groundwater Area. The ESO1 currently covers a large area of the north-western portion of the Shire. It aims to protect and retain groundwater quality. However, the permit triggers under the schedule do not align well with the achievement of its purpose. It is proposed to review the schedule by clarifying the purposes and objectives to be achieved by the overlay and to better align the exemptions for vegetation removal with those in the native vegetation provisions under Clause 52.17. A copy of the revised ESO1 is included in **Attachment 4 – Amended ESO1**.

The DSE Biodiversity mapping report (2009) also identified an area at Yeo which contains an area of scattered trees. It suggested introducing a new Schedule 3 to the VPO (VPO3) that would be in addition to the current VPO schedules specifically to protect these trees. However, the information relating to scattered trees is not sufficient to warrant its use in the Planning Scheme, which will continue to provide protection under the native vegetation provisions of Clause 52.17.

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.

The Council Plan 2009-2013 contains a strategy to:

“Facilitate the protection and enhancement of environmental values on private land”.

The Plan contains an action under this Strategy to:

“Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government”.

State Planning Policy currently expressed in the Colac Otway Planning Scheme contains the following policies regarding the importance of protecting biodiversity values:

- Clause 12 – ‘Environmental and Landscape Values’ which identifies that *‘planning should help to protect the health of ecological systems and the biodiversity they support (including ecosystems, habitats, species and genetic diversity) and conserve areas with identified environmental and landscape values.’*
- Clause 12.01 – ‘Biodiversity’ under Clause 12.01-1 – ‘Protection of Habitat’ which has an objective that seeks to *‘assist the protection and conservation of biodiversity, including native vegetation retention and provision of habitats for native plants and animals.’* A strategy supporting this objective is to *‘assist the conservation of the habitats of threatened and endangered species and communities as identified under the Flora and Fauna Guarantee Act 1988, including communities under-represented in conservation reserves such as native grasslands, grassy woodlands and wetlands.’*
- Clause 12.01-3 – ‘Preparation of biodiversity strategies’ has the objective *‘to protect native habitat and areas of important biodiversity through appropriate land-use planning.’* A strategy supporting the objective looks to *‘protect significant flora and fauna habitat and important landscapes such as the Western Plains Grasslands (Natural Temperate Grasslands of the Victorian Volcanic Plain) and Grassy Eucalypt Woodland.’*

Council’s local policy at Clause 21.06 – ‘General Implementation’ of the Planning Scheme in ‘Undertaking further strategic work’ supports updating overlays on completion of the Corangamite River Health Strategy and to revise the ESOs and VPOs to incorporate revisions to native vegetation mapping associated with Ecological Vegetation Classes (EVCs). The policy also contains a reference in ‘Undertaking other actions’ to identifying and protecting RAMSAR wetlands as important ecological and economic assets.

The above policy framework provides clear strategic support for updating the environmental overlays in the Planning Scheme to afford biodiversity assets across the Shire improved recognition and protection in the planning system.

Issues / Options

The key issues for consideration by Council include:

- State and local planning policies support the protection of biodiversity values and assets within the Shire. Planning controls in the form of schedules to the ESO and VPO already exist in the planning scheme to achieve this aim. However, the current controls are based on mapping developed in 2002. The updated mapping in 2009 was developed with the support of input from the local community and is far more accurate. Hence, the information is more recent and relevant to current conditions.
- The issue of increasing resource requirements on Council in the planning area (i.e. generating additional planning permit applications) is unlikely to be significant because the overlays currently exist. The adjustments in mapping are not expected to substantially increase the resources on Council.

Given the Council’s responsibility as a Planning Authority to maintain a relevant and up to date Planning Scheme, it is considered that Council should proceed to amend the planning scheme to bring updated information and mapping of sites of biodiversity value into the scheme.

This will maintain Council's comprehensive approach towards planning for the protection and enhancement of environmental qualities in the municipality. The alternative of not proceeding with an amendment would result in the application of overlays in some areas where there is no biodiversity value, and maintenance of planning permit triggers for some land owners which are unnecessary.

Proposal

It is proposed that Council proceed with the preparation and exhibition of a planning scheme amendment to amend the coverage of the ESO2, ESO4, VPO1 and VPO2 in the Planning Scheme maps in accordance with the mapping provided in the DSE Biodiversity Map report October 2009 and to amend Schedules 1, 2 and 4 to the Environmental Significance Overlay and 1 and 2 to the Vegetation Protection Overlay.

Financial and Other Resource Implications

Funding for the biodiversity mapping update in 2009 was provided by DSE. This work was completed in 2009. The mapping outputs have already been uploaded onto Council's GIS system for reference use by Council's planning and environment officers. The cost to Council of exhibiting the amendment is funded through the Strategic Planning budget. Funding assistance has also been provided to Council from the Department of Planning and Community Development's Rural Planning Flying Squad with a consultant contracted to prepare amendment documentation and facilitate the amendment process.

Whilst there is some increase in coverage of the various ESO and VPO overlays, there is not expected to be any significant change in permit applications being lodged with Council given the range of other planning controls which currently trigger planning permits for vegetation removal.

Risk Management & Compliance Issues

There are new areas proposed to be covered by the overlays, particularly the VPO1 and 2. There is a risk of adverse reaction from the community to increased planning controls over their land. Whilst this is understood, it is important that Council appropriately upholds its responsibility as Planning Authority to continue to improve its level of management of biodiversity values and assets across the Shire.

Environmental and Climate Change Considerations

Updating the coverage and information base for the ESO and VPO under the Planning Scheme should have positive effects on the environment through more effective targeting of planning controls over land with high conservation value.

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 would be consult and be in the form of a public notice of the amendment in accordance with the requirements of the *Planning and Environment Act 1987* with an exhibition period of six weeks. Affected parties can lodge submissions which would be considered by Council in accordance with the Act requirements, including possible consideration of submissions by an independent panel prior to a final decision on the amendment.

Implementation

Should Council support the recommendation to proceed with an amendment, the amendment documentation would be finalised under the DPCD Rural Planning Flying Squad consultancy.

Officers would seek authorisation from the Planning Minister to exhibit the amendment, and arrange for public exhibition over a six week period. Officers would report any submissions to Council for consideration following exhibition.

Conclusion

Council has received the updated mapping from DSE which has prepared new maps and Tables of Values for the ESO and VPO Schedules. It would be appropriate for Council to complete its obligations as part of the biodiversity mapping project by amending the Planning Scheme. It is for this reason that is recommended that Council proceed with an amendment to amend the ESO1, ESO2, ESO4, VPO1 and VPO2 and planning scheme mapping.

Attachments

1. Amendment C70 Combined Planning Maps
2. Amendment C70 Combined Planning Scheme Clauses

Recommendation(s)

That Council:

- 1. Proceeds with the preparation and exhibition of a planning scheme amendment to amend the Schedules 1, 2 and 4 of the Environmental Significance Overlay and Schedules 1 and 2 of the Vegetation Protection Overlay and the relevant planning scheme maps in accordance with the updated mapping of biodiversity values from the Biodiversity Mapping Report (2009) and makes relevant changes to the Municipal Strategic Statement.***
- 2. Requests the Planning Minister to authorise the preparation of the amendment.***

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**OM132301-10****ADOPTION OF PLANNING SCHEME AMENDMENT C69  
(RURAL LIVING STRATEGY & FORREST STRUCTURE  
PLAN)**

|             |                                       |           |            |
|-------------|---------------------------------------|-----------|------------|
| AUTHOR:     | Gemma Browning                        | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning<br>& Development | FILE REF: | F11/3291   |

**Purpose**

Amendment C69 proposes amendments to the Planning Scheme which implement the Shire's Rural Living Strategy and Forrest Structure Plan, affecting a number of properties across the Shire. The purpose of this report is for Council to consider the recommendations of the independent Planning Panel which considered submissions to the amendment, and for Council to resolve to request the Minister for Planning to approve the amendment.

**Declaration of Interests**

As previously advised to Council, the Manager for Planning and Building has declared an indirect interest under the *Local Government Act 1989* in this amendment due to the ownership of some properties in rural parts of the Shire by members of his extended family. The officer has not had direct responsibility for the management of the amendment, his role has been limited to overseeing the amendment in a general sense as part of the strategic planning program which falls under his responsibility.

**Background**

Council resolved to seek Ministerial Authorisation to prepare and exhibit Amendment C69 on 21 December 2011 when it adopted the Rural Living Strategy. Ministerial authorisation (AO2227) was granted on 30 March 2012 following preparation of the amendment. Amendment C69 was exhibited for 6 weeks between 7 May 2012 and 21 June 2012 and received 28 submissions. Council resolved on 25 July 2012 to refer all submissions to an independent planning panel. The panel sat for three days on 9-11 October 2012 and heard from 16 submitters. Council received the panel report on 26 November 2012 and it was released publicly on 3 December 2012.

Amendment C69 has two main components which address a number of recommendations arising from the *Rural Living Strategy 2011* and *Forrest Structure Plan 2011* reports. The following is a summary of the changes that were exhibited:

**1. Rural Living Strategy**

- Making various changes to Clauses 21.02 (Vision), 21.03 (Settlement), 21.05 (Economic Development), 21.06 (General Implementation) and 21.07 (Reference Documents) of the Local Planning Policy Framework.
- Applying the Low Density Residential Zone to land at Corangamite Lake Road and Ryans Lane, Coragulac.
- Applying the Township Zone to various areas within the Shire including land at:
  - Corangamite Lake Road, Alvie.
  - Birregurra-Forrest Road and Loves Road, Barwon Downs.
  - Gellibrand River Road and Moomowroong Road, Carlisle River.
  - Corangamite Lake Road and Ryans Lane, Coragulac.

- Old Beech Forest Road, Old Main Road and Main Road, Gellibrand.
- Great Ocean Road, Lavers Hill.
- Coragulac-Beeac Road, Warrion.
- Amending Schedule 1 to the Rural Living Zone at Clause 35.03 to apply minimum subdivision requirements to proposed rural living areas and by applying the Rural Living Zone to these areas, which include:
  - Arnolds Road, Bushbys Road, Gardiners Road, Johnsons Road and Shorts Road, Barongarook.
  - Everett Crescent, Barongarook West.
  - Parkes Lodge Road, Robinsons Road and Wares Road, Barongarook.
  - Birregurra-Deans Marsh Road and Cape Otway Road east of Birregurra.
  - Corangamite Lake Road and Langdon's Lane, Cororooke.
  - Pyles Road, Irrewarra.
  - Campiglis Road, Colac Lavers Hill Road and Bull Hill Road, Kwarren.
  - Roberts Lane, Roseneath Road and Warncoort Cemetery Road, Warncoort.
- Applying the Farming Zone to land at 70-90 Christies Road, Elliminyt.
- Applying the Public Use Zone to land at:
  - Main Road, Gellibrand.
  - Great Ocean Road, Lavers Hill.
- Applying the Public Conservation and Resource Zone to land at Main Road, Gellibrand.
- Introducing the Restructure Overlay and associated Schedule 1 into the Planning Scheme at Clause 45.05 and applying the Restructure Overlay to land at:
  - Aerodrome Road, Donaldson Street, Forrest Street, Lyons Street and New Station Street, Cressy.
  - Dewings Bridge Road, Gerangamete.
  - McCorkells Road, Murrays Road, Princes Highway and Ryans Road, Pirron Yallock.
  - Swan Marsh-Irrewillipe Road, Irrewillipe-Pirron Yallock Road and New Irrewillipe Road, Irrewillipe.
- Introducing a new Incorporated Document titled, "*Restructure Plans for Old and Inappropriate Subdivisions in the Colac Otway Shire*"(2012) and amending the table of incorporated documents within Clause 81.01.

## 2. Forrest Structure Plan

- Making various changes to Clauses 21.03 (Settlement), 21.05 (Economic Development), 21.06 (General Implementation) and 21.07 (Reference Documents) of the Local Planning Policy Framework.
- Applying the Township Zone to land at:
  - 3025 Colac-Forrest Road, Forrest.
  - 35, 45, 55 and 59 Turner Road, Forrest.
  - 1, 3 and 5 Hennigan Crescent, Forrest.
- Applying the Rural Living Zone to land at:
  - 2-6, 10, 14 and 18 Frizon Road, Forrest.

- 65, 69, 73, 79, 81, 83, 85, 87, 89, 91, 93, 95, 97-99 and 101 Grant Street, Forrest.
- Applying the Rural Activity Zone to land at 2317 Birregurra-Forrest Road, Forrest.
- Applying the Public Use Zone to land at:
  - 10 and 12 Grant Street, Forrest.
  - 1 Rivendell Lane, Forrest.
- Applying the Public Conservation and Resource Zone to land at 5 Rivendell Lane, Forrest.

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

#### **Land Use and Development**

Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.

In making the proposed changes the amendment supports the actions in this section to:

- *“Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments”.*
- *“Finalise a Rural Living Strategy and implement findings”.*
- *“Finalise and implement the Birregurra and Forrest Structure Plans”.*

In respect to ‘managing the demand for rural residential lifestyle’ the Council Plan identifies the following as a ‘specific challenge’:

*“Preservation of productive rural areas for agriculture and direct rural residential development to defined areas and the preservation of scenic and cultural landscapes.”*

It is considered that Amendment C69 will assist in the achievement of the Council Plan’s directions.

### **Issues / Options**

The Planning Panel was supportive of the strategic approach to Amendment C69 and has recommended its adoption with only minor changes, including minor editing of text. Only a few individual elements of the amendment were not supported, or were referred to future strategic work to be completed by Council. The Panel Report states:

*“The Panel considers that the comprehensive analysis underpinning the Rural Living Strategy responded to relevant policy and recognised the significance of constraints associated with bushfire hazard, the protection of water quality in Special Water Supply Catchments, and the maintenance of the productivity in farmland generally and farmland of strategic significance in particular. It also took into account the limited infrastructure basis for growth in rural clusters and many smaller settlements.*

*The Panel considers the outcome is an appropriate balance between competing planning policy and objectives”.*

Below is a summary of the Panel recommendations.

General

- In areas where a level of growth would be supported except for concerns relating to fire hazard and potential impacts on potable water supply quality (Gellibrand, Forrest, Beeac & Beech Forest) the Panel endorses the Council's approach of deferring support for expansion of those towns until further investigations can be completed.

This is to be achieved through the current bushfire planning project that will inform whether these deferred areas are capable of further development.

- Minor revisions to the proposed Municipal Strategic Statement (MSS) provisions have been recommended to provide clarity and better encourage economic development in towns in the Otway Ranges.
- The Restructure Overlay and Incorporated Restructure Plan Documents have been supported with minor text revisions to improve clarity on the development of dwellings on tenements. This applies to areas of Cressy, Pirron Yallock, Gerangamete and Irrewillipe.

Municipal Strategic Statement (MSS)

*Amendment C69* – Proposed numerous changes to the MSS.

*Submission* – Some submissions from landowners in Forrest and Gellibrand raised concern with some MSS changes.

*Panel recommendation* – Most changes were supported however further text changes were recommended to make the provisions clearer and better encourage economic development for Forrest and Gellibrand.

**Recommendation to Council** - support the Panel recommendations.

Individual Area: 2-6 Frizon Street Forrest

*Amendment C69* - Proposed to rezone this land to the Rural Living Zone along with adjacent land to the east and south.

*Submission* – Landowner requested the land be rezoned to the Township Zone.

*Panel recommendation* – Rezone the land to the Township Zone



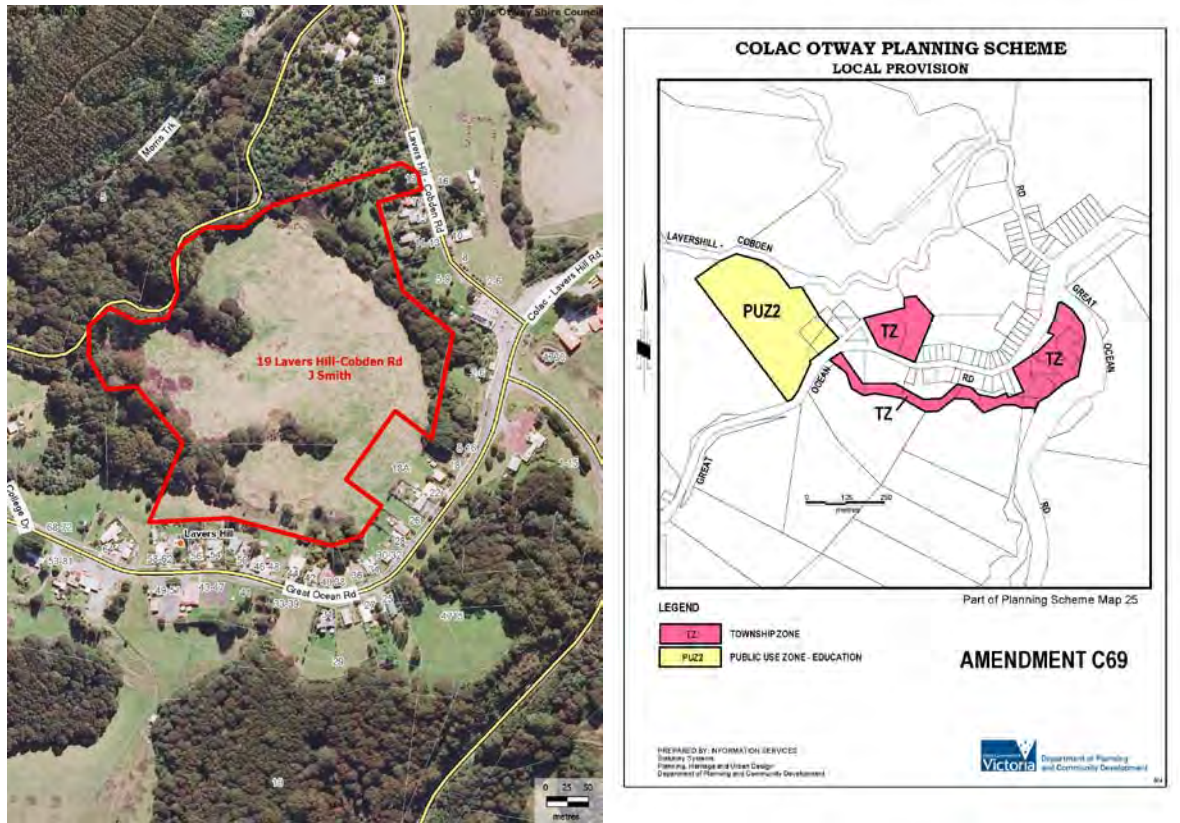
**Recommendation to Council** – Support the Panel recommendation to rezone the land to the Township Zone. During discussion at the panel hearing Council officers agreed that the Township Zone in this location would enable the landowner to pursue small scale tourism opportunities. Officers indicated that due to the fire risk in the southern part of Forrest a conservative approach had been taken by seeking to apply the Rural Living Zone, but that if the Panel was comfortable with a Township Zone this would be appropriate given the land is contiguous with Township Zoned land to the north.

Individual Area: 19 Lavers Hill – Cobden Road, Lavers Hill

*Amendment C69* – Retained in the Farming Zone.

*Submission* – Requested the land be rezoned to the Rural Living Zone.

*Panel recommendation* – Subject to the preparation of a Domestic Wastewater Management Plan (DWMP) rezone the land to the Rural Living Zone and consider also rezoning 4 College Drive.



**Recommendation to Council** – Support the Panel recommendation on the basis that the cost and responsibility of preparing the DWMP and initiating any future rezoning request rests with the landowner. Officers indicated to the Panel during the hearing that this land would have been favourably considered for inclusion in the Rural Living Zone were it not located in a declared water catchment. Wannon Water, responsible for the managing the catchment, had previously indicated during preparation of the Rural Living Strategy it would object to its rezoning on this basis. The land is not suitable for broadacre agriculture, is bounded by Lavers Hill township and Lavers Hill - Cobden Road and would make a natural extension of the settlement area.

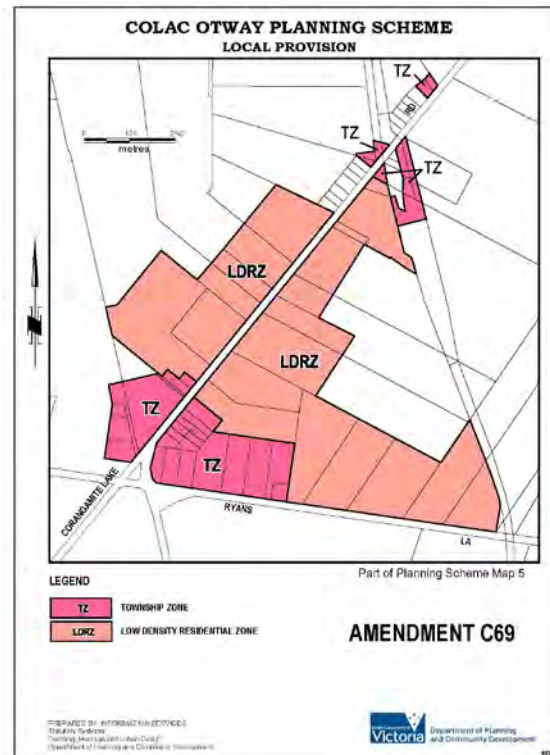


Individual Area: 800 Corangamite Lake Road, Coragulac

*Amendment C69* – Rezones the land in between the two developed nodes at Coragulac to the Low Density Residential Zone.

*Submission* – Requested the land be retained wholly or partly in the Farming Zone due to potential impacts on the continued use of the land for farming.

*Panel recommendation* – Retain part of the land in the Farming Zone.



**Recommendation to Council** – Support the Panel recommendation. The proposed area to be rezoned has been reduced in line with the Panel’s recommendation, which still retains a strip of Low Density Residential Zone along the property frontage to Corangamite Lake Road. This outcome is considered acceptable, as it still delivers the objectives of recognising fragmented small lots fronting Corangamite Lake Road and Ryans Lane, and of unifying the dispersed development in the town through future infill development.

Individual Area: 70 and 90 Christies Road, Elliminyt

*Amendment C69* – Rezone the land to Farming Zone.

*Submission* – Retain the land in the Low Density Residential Zone.

*Panel recommendation* – Evaluate the appropriate future zoning of the land and its adjacent land as part of the review of the Colac Structure Plan.



**Recommendation to Council** – Support the Panel recommendation. This land had been the subject of consideration during the panel hearing for Amendment C55 which implemented the Rural Land Strategy and Colac Structure Plan in 2008, with the then C55 Panel recommending it be rezoned to Farming Zone given its relative isolation from the developed parts of Colac. A subsequent VCAT decision supported this approach in a refusal of the Tribunal to approve a planning permit application for subdivision of the land based on its lack of connection with other urban development. The Rural Living Strategy subsequently considered the issue and recommended a rezoning to Farming Zone, thus the proposal in Amendment C69. Whilst officers believe there has already been satisfactory strategic consideration of the future of this land, it is recognised that the Panel has been cautious in its approach, and there is no harm in again revisiting the issue during the review of the Colac Structure Plan intended to happen over the next few years.



Individual Area: 2 Forans Road, Barongarook

*Amendment C69* – Rezone the land to Rural Living Zone.

*Submission* – Enable the future subdivision of the land to create two titles for the existing dwellings.

*Panel recommendation* – Council to further consider the merits of providing separate titles and the most appropriate mechanism to advance subdivision.

**Recommendation to Council** – Not support the Panel recommendation on the basis that a special approach to support one landowner would undermine the strategic approach to this area. The landowner should either lodge an application for planning permit under the current Farming zone provisions or if there are two existing titles to use the re-subdivision provisions of the Rural Living Zone to ‘test’ the proposal.

The submitter claimed during the panel hearing that there are two existing titles and the panel then made its recommendation on this basis. Subsequently Council have undertaken a title search which has revealed that the two dwellings are on one existing title. This would be further explored through any planning permit application whereby a subdivision application can be considered on its merits.

Balance of Amendment C69

All other changes proposed and exhibited by Amendment C69 that were not challenged at the Panel or by the Panel are to be supported. This includes:

- Proposed changes to the Municipal Strategic Statement arising from the Rural Living Strategy and the Forrest Structure Plan that were not challenged by submissions.
- The approach to ‘deferred growth areas’ by awaiting the consideration of bushfire impacts to inform their future potential.
- Rezoning of clusters of small rural lots to the Rural Living Zone for Barongarook, Birregurra East, Cororooke, Kawarren, Irrewarra and Warncoort.
- Applying the Restructure Overlay and an incorporated restructure plan for land at Cressy, Pirron Yallock, Gerangamete and Irrewillipe.
- Rezonings proposed at Forrest arising from the Forrest Structure Plan.

**Proposal**

It is proposed that Council, having considered the recommendations of the Panel Report, adopts the amendment with minor changes that respond to the Panel’s findings, and requests the Minister for Planning to approve the amendment.

**Financial and Other Resource Implications**

The consideration of the Panel recommendations was undertaken in accordance with the budget allocated for implementation of the Rural Living Strategy.

**Risk Management & Compliance Issues**

Council can only consider strategic directions for land use in the Shire that align with the broader State Government planning policies.

Amendment C69 implements the broader strategic objectives for the protection of agricultural land whilst providing some growth opportunities for small towns to remain socially and economically sustainable into the future. Any changes proposed to these provisions would need to satisfy State Planning Policy or risk not being supported by the Planning Minister through a modified amendment.

There is considerable community interest in implementing the recommendations of the Rural Living Strategy and Forrest Structure Plan through Amendment C69, and any deferral or significant deviation from the exhibited provisions has the potential to adversely affect community opinion.

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

The recommendations contained in this amendment have considered environmental impacts including, flooding, bushfire and waste water management.

### **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 for Amendment C69 has been consult. The amendment has been placed on exhibition and submissions sought from the community. The 29 submitters have been given the further opportunity to have their issues heard and considered by an independent planning panel. This Panel has now delivered its report and recommendations. Submitters will be informed of the outcome.

### **Implementation**

The Minister for Planning will be requested to approve Amendment C69 with changes. Following this the changes will then become part of the Colac Otway Planning Scheme. Submitters to the amendment will be notified of Council's decision.

### **Conclusion**

This report represents the end of a long and comprehensive strategic planning process, commencing with the Rural Living Strategy and Forrest Structure Plan in 2009, and concluding with this amendment. All submissions have been considered by an independent planning panel. Its report has been received and provides overall support to the direction of the amendment.

There are however some minor changes that have been detailed in this report. In all but one recommendation Council is recommended to support the Panel recommendations and adopt the amendment with minor changes.

### **Attachments**

1. Colac Otway C69 Panel Report Panels Victoria
2. Amendment C69 Final Ordinances
3. Amendment C69 Final Maps
4. Amendment C69 Restructure Plan Document

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

1. ***Adopts Amendment C69 with changes proposed by the Panel as follows:***
  - a) ***Deletion of the proposed rezoning of land at 70-90 Christies Road, Elliminyt.***
  - b) ***Minor text changes to the Municipal Strategic Statement in accordance with the attachments to this report.***
  - c) ***Minor text changes to the Restructure Plan in accordance with the attachments to this report.***
  - d) ***Modification to the boundary of the Low Density Residential Zone at 800 Corangamite Lake Road, Coragulac as shown in this report.***
  - e) ***Application of the Township Zone to the land at 2-6 Frizon Street, Forrest.***
2. ***Forwards the adopted amendment to the Minister for Planning for approval.***
3. ***Considers the appropriateness of rezoning land at 70-90 Christies Road to Farming Zone, and the future potential of land around Elliminyt for urban development as part of a review of the Colac Structure Plan.***
4. ***Advises the owners of land at 2 Forans Road, Barongarook that they should investigate options for making a planning permit application for subdivision of the two dwellings on their land under the current Farming Zone, or alternatively, if two titles already exist as presented to the Panel, consider a planning permit application for resubdivision under the proposed Rural Living Zone when it is introduced.***
5. ***Advises the owners of land at 19 Lavers Hill – Cobden Road, Lavers Hill that if they wish to pursue a rezoning of their land to Rural Living Zone, they will be responsible for bearing the costs of the preparation of any Domestic Waster Water Management Plan and any subsequent planning scheme amendment that may result.***

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OM132301-11**GREAT SOUTH COAST STREET SMART LIGHTING PROGRAM**

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Dora Novak | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/3291 |

Purpose

The purpose of this report is to seek Council's decision regarding the financing arrangements for Council's contribution of \$278,307 to the Great South Coast Street Smart Lighting Program that will improve the energy efficiency of street lights across six municipalities in the region.

Declaration of Interests

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

Background

The Councils of the Great South Coast were successful in receiving \$1.4 million funding through the Federal Government's Community Energy Efficiency Program (CEEP) in June 2012 to improve the energy efficiency of street lights in residential streets. The Great South Coast Street Smart Lighting Program has the potential to be one of the largest sustainable infrastructure projects in the Great South Coast (GSC) region. The project plan for the program is attached to this report.

In total, the Great South Coast region has approximately seven thousand five hundred 80 Watt mercury vapour (MV) lamps in Category P (residential) streets. These luminaires are mainly owned and managed by local distribution business Powercor but the electricity used to power them is paid for by Councils. There are also around sixty 50 Watt mercury vapour, and one hundred 125 Watt mercury vapour lights.

Most of these lamps can be replaced by approved and more energy efficient lamps, which reduce energy usage by approximately 60% compared to the existing 80-Watt mercury vapour lamps. In addition to offering lower costs, energy consumption and greenhouse emissions, the new lights provide better lighting outcomes for the community, including:

- Greater uniformity of light across and along the street;
- Better colour rendering and visibility;
- Less depreciation of the light output over time; and
- Lower glare.

In total, the changeover of all the streetlights in the GSC region is expected to cost \$3.04m of which \$1.4m is to be funded by the Federal Government grant. Although this is a very significant cost the financial and environmental benefits from a bulk change are significant. In financial terms it is estimated that the net cost savings to 2030 (after project costs) are projected to be about \$9.8 million for the Councils in the GSC region due to power bills being reduced by approximately 60% per annum. In Colac Otway Shire the change-over to more energy efficient streetlights will save Council approximately \$680,000 over 10 years in running costs of streetlights.

Council Plan / Other Strategies / Policy**Environmental Management**

Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.

The objectives and outcomes of the Great South Coast Street Smart Lighting Project align with the objectives and targets outlined in the following documents:

- Colac Otway Shire Council Plan 2009-2013;
- Colac Otway Shire Environment Strategy 2010-2018;
- Colac Otway Shire Environment Action Plan 2010-2012;
- Colac Otway Shire Council - Annual Business Plan – Environment and Community Safety 2012/2013; and
- Colac Otway Shire Environmental Sustainability Policy 2012.

Issues / Options

As stated previously the GSC region was successful in receiving \$1.4 million funding through the Federal Government in June 2012 but the total cost for changeover is approximately \$3.04 million. When the application was originally submitted the Great South Coast Street Smart Lighting Program was to be jointly funded by both State and Federal Governments through the State Government's promised Green Light Plan and the Federal Government's CEEP.

In early May 2012 the State Government announced that it was cutting funding for the Green Light Plan citing *"funding for the Green Light Plan has been realigned to match the Victorian Government's current environmental and economic priorities"* (DPCD website).

The table below illustrates the funding shortfall on a per council basis (please note this does not include the \$10,000 already committed by each Council to support a regional project officer position). For Colac Otway Shire the table shows that it will cost \$522,872 to change the shire's 1,320 street lights.

Although the CEEP funding will cover almost half of this cost Council will need to find the remaining \$278,307 over the next five years to take part in the project.

Table 1: GSC Street Smart Lighting Project – Individual Council Contributions

| Council | Approximate Number of Luminaires to be Changed | Percentage of Total Luminaires to be Changed in Regional Project | Proportion of Total Project Cost | Proportion of CEEP Contribution | Remaining Costs for Councils to Fund Over 5 Years |
|--------------------|------------------------------------------------|------------------------------------------------------------------|----------------------------------|---------------------------------|---------------------------------------------------|
| Colac Otway | 1,320 | 17.2% | \$522,872 | \$244,565 | \$278,307 |
| Corangamite | 910 | 11.9% | \$361,755 | \$169,205 | \$192,550 |
| Warrnambool | 2,200 | 28.7% | \$872,467 | \$408,082 | \$464,385 |
| Moyne | 730 | 9.5% | \$288,796 | \$135,080 | \$153,716 |
| Southern Grampians | 1,070 | 14.0% | \$425,594 | \$199,065 | \$226,529 |
| Glenelg | 1,430 | 18.7% | \$568,471 | \$265,893 | \$302,578 |
| Total | 7,660 | 100% | \$3,039,955 | \$1,421,890 | \$1,618,065 |

At the July 2012 Council meeting Council formally supported the CEO writing to GSC confirming Colac Otway Shire's commitment to the Great South Coast Street Smart Lighting Program and to funding the remaining \$278,307 required to complete all the streetlights in the Colac Otway Shire over a four year period starting in 2013/2014.

Council also requested that they be informed on the respective merits of options for financing the program to enable Council to make a decision on which approach is most suitable prior to finalising the 2013/2014 budget.

After discussions with the Project Working Group and Council's Finance Unit there are several financing options available to Council which are summarised in Table 2 in order of maximum savings realised. It is important to note that Council has enquired about the capacity of Powercor to commence the change over in the 2012-2013 financial year. In response, Powercor Officers have advised that they have the capacity to commence the change over in the 12/13 financial year but they need the partner Councils to finalise their funding arrangements in order to do so.

The three options at the top of the table include the use of grant funds accessed through Regional Development Victoria's Local Government Infrastructure Program (LGIP). The LGIP aims to provide regional and rural councils with certainty to plan for and build new infrastructure or renew assets. The LGIP has the flexibility to support a range of local council initiatives including new community assets such as halls and theatres, sporting grounds, pools, libraries, renewable energy infrastructure and upgrading existing facilities and assets, including improved energy efficiency.

There remains approximately \$122,000 of Colac Otway Shire's LGIP allocation uncommitted at this point in time, which could be accessed for the funding of the GSC Street Smart Lighting Project. After seeking advice from the Department of Planning and Community Development's Senior Development Officer, Council received confirmation that Council can request the funds required (i.e. \$122,000) from LGIP at any point in time through a formal written request to the Minister, which would allow for the commencement of the Street Lighting Upgrade Project in the current financial year, ensuring that savings (both financial and carbon emissions) are realised as soon as possible.

Table 2: GSC Street Smart Lighting Project - Council Funding Options

| Option Funding | Option Timing | Rates | LGIP | Loan | Cost from Council Funds | Savings | Net Savings (deficit/surplus) |
|--------------------|--------------------------------|-----------|-----------|-----------|-------------------------|------------|-------------------------------|
| Council Funds/LGIP | partial installation in year 1 | \$156,000 | \$122,000 | | \$156,000 | -\$380,738 | -\$224,738 |
| Loan/LGIP | partial installation in year 1 | | \$122,000 | \$156,000 | \$182,430 | -\$380,738 | -\$198,307 |
| Loan/LGIP | all installation in year 2 | | \$122,000 | \$156,000 | \$180,244 | -\$365,508 | -\$185,264 |
| Council Funds | all installation in year 2 | \$278,000 | | | \$278,000 | -\$365,508 | -\$87,508 |
| Loan/Council Funds | all installation in year 2 | \$122,000 | | \$156,000 | \$302,244 | -\$365,508 | -\$63,264 |
| Council Funds | partial installation in year 2 | \$278,000 | | | \$278,000 | -\$335,049 | -\$57,049 |
| All Loan | all installation in year 2 | | | \$278,000 | \$321,206 | -\$365,508 | -\$44,302 |

The calculations used to derive the data in the table above are based on the following assumptions:

- Period of calculations is over an 8 year period, from 2012-2013 to 2019-2020;
- Partial or all light replacement to begin in 2012-2013;
- The savings on Council's electricity charges will be approximately \$68,000 per year once all the lights are changed over;
- Borrowings/loans are calculated at a fixed rate for five (5) years, however Council will endeavour to repay any borrowings and associated interest as soon as possible and as the savings made on electricity costs allow;
- All calculations are based on today's dollar; and
- Any savings above costs of funding will be utilised in other Council activities.

Council Funds/LGIP Option – Year 1 partial install

This option involves utilising the available Local Government Infrastructure Program (LGIP) funding for 2012-2013 to fund the initial installation of the lights in 2012-2013. The remaining funding required to complete the installation would be sourced from Council funds in 2013-2014. The additional Council funds would only be required for one year. Over an eight (8) year period, this option provides the highest level of savings for Council, returning approximately \$224K during the period to Council in savings.

Loan/LGIP – Year 1 partial install

This option involves utilising the available Local Government Infrastructure Program (LGIP) funding for 2012-2013 to fund the initial installation of the lights in 2012-2013. The remaining funding required to complete the installation would be sourced from a one off loan sourced from financial institutions of \$156K in 2013-2014. Over an eight (8) year period, this option provides the second highest level of savings for Council, returning approximately \$198K during the period to Council in savings.

Loan/LGIP – Year 2 full install

This option involves utilising the available Local Government Infrastructure Program (LGIP) funding for 2013-2014 and funding from loan borrowings to fund the full installation of the lights in 2013-2014. The funding required to complete the installation sourced from borrowings is estimated at \$156K in 2013-2014 from financial institutions. This borrowing would be for a fixed term over five (5) years. Over an eight (8) year period, this option provides the third highest level of savings for Council, returning approximately \$185K during the period to Council in savings.

Council Funds – Year 2 full install

This option involves funding the full installation of the lights in 2013-2014. The funding required to complete the installation would be sourced completely from Council funds in 2013-2014. Over an eight (8) year period, this option provides the fourth highest level of savings for Council, returning approximately \$87K during the period to Council in savings.

Loan/Council Funds – Year 2 full install

This option involves funding the full installation of the lights in 2013-2014. The funding for the installation would be sourced from two sources:

- A one off loan sourced from financial institutions of \$156K in 2013-2014; and
- A one off allocation of \$122,000 sourced from Council funds in 2013-2014.

Over an eight (8) year period, this option provides the fifth highest level of savings for Council, returning approximately \$63K during the period to Council in savings.

Council Funds – Year 2 partial install

This option involves funding the installation of the lights over a two (2) year period, 2013-2014 and 2014-2015. This option commences and concludes later than all other options due to the necessity to source all funding from Council funds. The option splits the installation equally over the two (2) years and splits the sourcing the funding also over the two (2) year period. Over an eight (8) year period, this option provides the sixth (second lowest) level of savings for Council, returning approximately \$57K during the period to Council in savings.

Loan – Year 2 full install

This option involves funding the full installation of the lights in 2013-2014. The funding required to complete the installation would be sourced from borrowings of \$278K in 2013-2014 from financial institutions. Over an eight (8) year period, this option provides the lowest level of savings for Council, returning approximately \$44K during the period to Council in savings.

Proposal

It is proposed that Council finances the \$278,307 required for the project through a combination of a loan and LGIP funds with partial installation commencing in 2012/13. This option is expected to provide Council with net savings of \$198,307 over eight years. This option will utilise savings on electricity charges to pay off the loan as quickly as possible and therefore avoid the need to use additional Council funds to fund the initiative over and above those funds that are already required to cover electricity costs for street lights.

Financial and Other Resource Implications

Although there is a substantial upfront cost for this program there are also substantial financial benefits associated with reduced street lighting running costs.

It is estimated that the savings on Council's electricity charges will be approximately \$68,000 per year once all the lights are changed over. Therefore the project is expected to have paid for itself within 4-5 years of completion. In addition this program also reduces Council's exposure to expected rising electricity costs.

Council officers also investigated the Federal Funding Program, Low Carbon Australia (LCA), for Council's contribution to this project (government loan with on-bill repayments), however the LCA program is fully allocated and is no longer a viable funding option for Colac Otway Shire Council.

Risk Management & Compliance Issues

For a project of this scale it is critical to ensure all potential risks have been identified and mitigation strategies implemented. However it is worth noting that despite this being a relatively large project for Great South Coast and each of the six Councils, it is technically straightforward as it involves the one technology change implemented on a large scale. Bulk changes have been carried out in Australia on dozens of occasions, so the potential risks are well known. For a detailed risk management analysis for the program see page 24 in the attached project plan.

Environmental and Climate Change Considerations

The Great South Coast Street Smart Lighting Program will deliver approximately 60% reduction in electricity consumption and associated greenhouse emissions annually and represent a substantial financial saving in street lighting energy costs for council annually. Given that the emissions associated with electricity use for streetlights equates to almost a quarter of all of Council's carbon emissions it is expected that this project would reduce Councils total carbon emissions by 15% (approx. 500t CO₂-e) annually. This reduction in

emissions will be a significant step towards achieving Council's target to become carbon neutral by 2016.

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 community engagement method selected is to collaborate with the Great South Coast and its member councils and then inform the general public regularly as the project is rolled out across the region. The federal government's \$1.4 million commitment to the program has already been widely reported in the local media. More detail on the community engagement for the project is outlined in the communications plan on page 11 of the attached project plan.

Implementation

The project will be managed and implemented by the Great South Coast. It will be implemented under the auspices of the South West Sustainability Partnership. The Great South Coast Board forms the steering committee for the project and a working group has been created comprising representatives from each council. The project will ultimately be delivered by the Great South Coast who will employ a specific project officer for the duration of the project.

Conclusion

The Great South Coast Street Smart Lighting Program is a unique opportunity to install more efficient street lighting that will reduce power bills and associated carbon emissions by approximately 60%. The Federal Government is providing \$1.4 million of the required \$3.04 million to undertake the project. As a result of the State Government removing funding for the Green Light program in May 2012 the GSC Councils are now committed to fund the shortfall.

It is proposed that Council finances the \$278,307 required for the project through a combination of a loan and LGIP funds with partial installation commencing in 2012/13. This option is expected to provide Council with net savings of \$198,307 over eight years. This option will utilise savings on electricity charges to pay off the loan as quickly as possible and therefore avoid the need to use additional Council funds to fund the initiative over and above those funds that are already required to cover electricity costs for street lights.

Attachments

1. The Great South Coast Street Smart Lighting Program Project Plan

Recommendations

That Council:

1. ***Finances the \$278,307 required for the Great South Coast Street Smart Lighting Program through a combination of funds from the Local Government Infrastructure Program and a loan.***
2. ***Approves use of \$122,000 of the Local Government Infrastructure Program funds to allow commencement of the project in 2012-13.***
3. ***Gives in-principle support to considering a \$156,000 loan in the 2013-14 Council Budget.***

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**OM132301-12****GREAT OCEAN ROAD TOURISM INTERIM REGIONAL  
TOURISM BOARD REPORT TO STAKEHOLDERS**

|             |                                       |           |            |
|-------------|---------------------------------------|-----------|------------|
| AUTHOR:     | Mike Barrow                           | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning<br>& Development | FILE REF: | F11/3291   |

**Purpose**

The purpose of this report is to seek Council's endorsement of a six week community engagement period to seek tourism industry and community feedback on the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012. (Attachment 1)

**Declaration of Interests**

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

**Background**

During 2007/08 Tourism Victoria undertook a review of Regional Tourism that included extensive consultation with industry and Local Government stakeholders. The review resulted in the release in December 2008 of the State Government Regional Tourism Action Plan (RTAP) 2009 – 2012.

The key focus of the RTAP is to establish Regional Tourism Boards (RTBs) across Victoria to address the following areas:

- Improve regional industry structures
- Improve supply and quality of regional tourism experiences
- Increase consumer demand for regional tourism experiences
- Address skills, service standards and environmental sustainability

In the Tourism Victoria state structure, Colac Otway Shire is in the Great Ocean Road Region that also includes the municipalities of City of Greater Geelong, Borough of Queenscliffe, Golden Plains, Surf Coast, Corangamite, Moyne and Glenelg Shires and Warrnambool City Council.

Colac Otway Shire is also a member of Geelong Otway Tourism, the peak body for the eastern end of the region that includes the City of Greater Geelong, Borough of Queenscliffe, Golden Plains, and Surf Coast Shires. This structure chronologically precedes the G21 Regional Alliance but since the inception of G21, it has aligned itself to that structure. In terms of the RTAP, Geelong Otway Tourism represents half the region.

In the western half of the region, Shipwreck Coast Tourism represents Corangamite and Moyne Shires and Warrnambool City Council. Glenelg Shire stands alone as Discovery Coast Tourism. The Tourism Victoria goal is to include the entire region in the restructure under one new peak organisation.

The method for creating the Great Ocean Road RTB was to be through an Implementation Committee consisting of Local Government and Tourism Industry representatives with Tourism Victoria.

Over a period of several months, many meetings and a number of proposed options, the Implementation Committee was not able to agree on a structure supported by the whole Committee. To resolve the matter it was agreed that the CEOs of the various Local Governments involved would meet with the CEO of Tourism Victoria to finally determine the process for establishment of the RTB.

The result was to create an Interim Great Ocean Road RTB, charged with developing a report that included the establishment, strategic objectives, priorities, governance and operational model of the proposed new RTB. Mr Wayne Kayler – Thompson, former CEO of VECCI and former Deputy CEO of Tourism Victoria, was appointed by Tourism Victoria as Chairperson. Council appointed Manager Economic Development, Mike Barrow, as Council's representative. In December 2012, the interim RTB delivered its final report - 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders'.

This report examines the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, and provides advice to Council on the recommendations within the report and how they align with previous Council policy on the proposed new RTB including resolutions that the Regional Tourism Board should be:

- Representative of not only the tourism industry through skills based appointees but also of the local governments that would provide a major proportion of the funding
- Supported by a long term State Government funding agreement
- Sustainable without unduly increasing the burden on local government
- Led by a Chief Executive appointed through an independent open recruitment process.

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

#### **Economic Development**

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

#### **Issues / Options**

The following are the recommendations of the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, with comment.

| <b>Recommendation</b>                                                                                                                                                                                                                                                                             | <b>Comment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. That a new Regional Tourism Organisation (RTO) and Board be established for the geographic area of South West Victoria incorporating the Local Government Areas (LGA's) of Greater Geelong, Queenscliffe, Golden Plains, Surf Coast, Colac Otway, Corangamite, Warrnambool, Moyne and Glenelg. | <p>The Regional Tourism Organisation (RTO) and the Regional Tourism Board (RTB) are the same entity. The RTO would more broadly describe the operational functions of the RTB. For the purposes of simplicity in this report the recommendations will only refer to the RTB.</p> <p>The Interim RTB acknowledges that each municipality would determine whether or not it supports the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, and its recommendations.</p> <p>The Interim RTB believes that the proposed new RTB would be successful regardless of municipal membership by adapting its operations to its geographic boundaries and budget.</p> |

|                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                       | Support for this recommendation would be consistent with Council policy on the regional restructure.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2. That the RTB be established as a Company Limited by Guarantee with the LGA Councils as its shareholders.                                                                                                                                           | <p>This is a common structure for not-for-profit organisations that reinvest any surplus funds to serve its primary purpose.</p> <p>These companies are formed on the principle that the liability of members is limited to the amount they agree to contribute in the event the company is wound up.</p> <p>As public companies limited by guarantee are registered under the Corporations Act, directors of not-for-profits (which have this structure) generally have the same legal duties, responsibilities and liabilities as directors of commercial entities that are public companies registered under the Act. Support for this recommendation would be consistent with best practice.</p> |
| 3. That Structure Option 2 (Fully Integrated) be implemented                                                                                                                                                                                          | <p>See 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, p15. (Attachment 1)</p> <p>Support for this recommendation would be consistent with Council policy on the regional restructure and resolution on the structure of the RTB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 4. That the name of the RTB be South West Victoria Regional Tourism Pty Ltd (SWVRT) to represent the geographic reach of the region beyond the Great Ocean Road.                                                                                      | <p>This name better represents municipal membership geographic boundaries and ensures that hinterland areas of the region such as the Otways and Colac are considered in strategic planning and resource allocation as well as the Great Ocean Road coastal strip.</p> <p>Tourism marketing campaigns would still trade on the brand, 'Great Ocean Road,' as it is this region's most globally recognised tourism product.</p> <p>Support for this recommendation would be consistent with Council policy on tourism marketing and development.</p>                                                                                                                                                  |
| <p>5. That the board of SWVRT be as follows:</p> <ul style="list-style-type: none"> <li>• LGA x 4 (2 x G21 Councils &amp; 2 x GSC Councils) - Councillors or Officers</li> <li>• Industry/Skill based x 5</li> <li>• Independent Chair x 1</li> </ul> | <p>This recommendation responds to Council's resolution that the RTB be representative of not only the tourism industry through skills based appointees but also of the local governments that would provide a major proportion of the funding.</p> <p>The Interim RTB believes that it would be up to member municipalities to determine how the LGA</p>                                                                                                                                                                                                                                                                                                                                            |

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| <ul style="list-style-type: none"> <li>• Tourism Victoria, Parks Victoria and Regional Development Victoria be invited to nominate a senior executive as ex officio representatives</li> <li>• The independent Chair and industry/skill based Directors be appropriately remunerated.</li> <li>• All positions to be for 3 years with 3 members retiring annually to provide for continuity and renewal. Skill and industry positions to be appointed via an expression of interest process. The Independent Chair to be appointed by Tourism Victoria in consultation with Local government shareholders.</li> </ul> | <p>representation would be achieved.</p> <p>The GSC and G21 Boards would be viable and credible structures to coordinate this task.</p> <p>The RTB recommends that the municipal representatives be Councillors or Council Officers. This would be a matter for the individual municipalities to resolve.</p> <p>It is expected that community and/or business leaders would identify themselves for the skills based roles through an expression of interest process and be selected for appointment by the Chairperson and Tourism Victoria.</p> <p>Support for this recommendation would be consistent with Council policy on the regional restructure and resolution on the structure of the RTB.</p> |
| <p>6. That formal 3 Year Agreements between SWVRT and its shareholders/stakeholders (performance based) be negotiated, to provide for both ongoing (BASE) and value added resourcing contributions.</p>                                                                                                                                                                                                                                                                                                                                                                                                               | <p>See 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, p19. (Attachment 1)</p> <p>Three year agreements would enable the level of strategic work that needs to be completed by the RTB.</p> <p>The issue of "performance based" would have to be explored and reasonable key performance indicators agreed.</p> <p>The issue of "value added resourcing contributions" would have to be negotiated within the context of the Council Budget cycle and the requirement that contributions above current or agreed annual contributions would have to undergo the normal budget process.</p>                                                                    |
| <p>7. That the Competitive Financial Model contributions be applied in year 1, in addition to transferred resources, with progression to the Optimum Model over 3 years.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>This recommendation, at least in the first year of operation, responds to Council's resolution that the RTB be sustainable without unduly increasing the burden on local government.</p> <p>The BASE model of funding includes 'Minimum', 'Competitive' and 'Optimum' but in each level the recommendation limits Council's funding commitment in year one, to the same level as current payments for regional tourism participation.</p>                                                                                                                                                                                                                                                              |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>See 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, p19. (Attachment 1)</p> <p>It would be appropriate for Council to reiterate the need for sustainability without unduly increasing the long term burden on local government.</p>                                                                                                                                                                                                                                                       |
| <p>8. That the RTB Board prepare a Strategic Business Plan for the region, based on the vision, mission, objectives and strategic goals developed by the Interim Regional Tourism Board. The plan to incorporate the Great Ocean Road Destination Management Plan and the progressive preparation of Tourism Destination Plans for the regions specific local destinations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>The draft Strategic Business Plan included in the Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, is a business plan for the RTB not a strategic plan for the development of regional tourism. This work still needs to be completed.</p> <p>See 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, p13 . (Attachment 1)</p> <p>Support for this recommendation would be consistent with previous Council policy on the regional restructure.</p> |
| <p>9. That the core roles of the RTB be:</p> <ul style="list-style-type: none"> <li>• Strategic tourism planning for the development, marketing and management of the region.</li> <li>• Cooperative marketing for the region and its destinations.</li> <li>• Identification and facilitation of infrastructure, product and industry development priorities and initiatives for the region and specific destinations, in collaboration with stakeholders.</li> <li>• Advocacy for the sustainable tourism development, marketing and management of the region.</li> <li>• Discretionary tourism development, marketing and management functions, services and projects for LGA shareholders as delegated and agreed.</li> <li>• Prepare and maintain a risk management plan for the region and its destinations.</li> </ul> | <p>All of the statements in this recommendation are congruent with the work of a regional tourism industry body.</p> <p>Support for this recommendation would be consistent with previous Council policy on the regional restructure.</p>                                                                                                                                                                                                                                                                                                |

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| <p>10. That Local Governments consider what functions be retained or transferred to the RTB and the relevant resourcing mix (staffing, funding, facilities and support).</p>                                                                                                                                                  | <p>Functions referred to in this recommendation would be the Colac Otway Shire Visitor Centres and Tourism Development Officer.</p> <p>These functions provide a regional tourism service and a local community service and there is a risk that devolving responsibility to a regional authority would diminish the role of local service delivery.</p> <p>It would be appropriate once appointed that the RTB commence a process to evaluate the benefits of devolving responsibility to the regional authority and that it consults with member municipalities before a final recommendation is made.</p> <p>Council would retain the authority to endorse or reject the recommendation of this separate process.</p> |
| <p>11. That the current total staffing and funding contributions by Local Governments for tourism be maintained as a minimum for the 2013-14 year.</p>                                                                                                                                                                        | <p>See comment above for recommendation 7.</p> <p>Support for this recommendation would be consistent with previous Council policy on the regional restructure and resolution on the funding of the RTB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>12. That Shipwreck Coast Tourism be wound up and its functions, funding contributions and staffing be transferred to the Regional Tourism Board.</p>                                                                                                                                                                       | <p>The proposed RTB would take responsibility for all of the functions of the current regional bodies and so there would be no reason to continue their respective operations.</p> <p>Support for this recommendation would be consistent with previous Council policy on the regional restructure.</p>                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p>13. That Geelong Otway Tourism be wound up and its functions, funding contributions and staffing be transferred to the Regional Tourism Board.</p>                                                                                                                                                                         | <p>Support for this recommendation would be consistent with previous Council policy on the regional restructure.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>14. That the RTB prepares a 3-year Operational Business Plan for 2013-15 based on the staffing and funding outcomes as determined by its foundation shareholders, Tourism Victoria cooperative marketing funding and industry contributions. The Business Plan to include a management and staffing organisation plan.</p> | <p>The recommendation seeks to entrust the new Board with all responsibility for staffing the operations of the RTB. This recommendation is relevant to Council's resolution that the RTB be led by a Chief Executive appointed through an independent open recruitment process.</p> <p>Council could maintain this position while still supporting the recommendation as the success of the recommendation is not reliant on one single Council resolution. It would need a majority vote at the RTB.</p>                                                                                                                                                                                                               |



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|                                                                                                                                                                                                                                                                                                | <p>Support for this recommendation would be consistent with Council policy on the regional restructure however it would be appropriate to reiterate Council's resolution that the CEO position should be appointed through an independent and open recruitment process.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>15. That the RTB give consideration to the concept of industry contributions via a business services model rather than traditional membership subscriptions (i.e. a prospectus of marketing services with free digital online presence as its base to maximise business participation).</p> | <p>Currently operators opt to pay a membership of a local tourism association that entitles them to membership of the regional association Geelong Otway Tourism. Under the Memorandum of Understanding that Council has signed with Geelong Otway Tourism, only members may display promotional material in the Visitor Information Centres and be part of regional marketing campaigns. The Tourism Development Officer would also generally not be working with non members.</p> <p>The proposal to do away with membership would remove these restrictions and may lead to greater engagement and involvement of tourism businesses in the development of the industry and the marketing of the region.</p> <p>It may diminish available funds, but it could alternatively achieve a higher financial return through campaign 'buy in'.</p> <p>It would be appropriate once appointed that the RTB commence a process to evaluate the benefits of discarding the traditional membership subscriptions model that it consults with member municipalities before a final recommendation is made.</p> <p>Council would retain the authority to endorse or reject the recommendation of this separate process.</p> |
| <p>16. That SWVRT negotiate formal strategic alliance agreements with Tourism Victoria, Parks Victoria, Regional Development Victoria, G21, Great South Coast, neighbouring Regional Tourism Organisations and the Victoria Tourism Industry Council.</p>                                      | <p>This recommendation responds to Council's resolution that the RTB be supported by a long term State Government funding agreement.</p> <p>Partnerships with State and regional bodies involved with tourism marketing, product development or industry development is vital for the effectiveness of the RTB.</p> <p>Tourism Victoria would need to include reference to long term funding support in any agreement. Tourism Victoria sponsored the Regional Tourism Action Plan (RTAP) that has led to the review of regional tourism across the State. It has funded the process of review and the Interim RTB. It has also released marketing funds to the region.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>It is highly likely that a long term commitment by Tourism Victoria would be made.</p> <p>It would be appropriate that the long term funding support of tourism Victoria is included in the strategic agreement with that body.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>17. That SWVRT negotiate cooperative agreements with Local Tourism Organisations regarding industry contributions/ membership funding share arrangements to encourage business participation and support at the local level. The agreements to also facilitate destination development, community participation and communication. This may include regular "Regional Tourism Forums"</p>                          | <p>Local Tourism Organisations are municipal tourism bodies such as Otways Tourism or Surf Coast Tourism. Regional Tourism Forums could include Colac Otway, Surf Coast and Corangamite Shire tourism organisations and operators.</p> <p>This recommendation is linked to Recommendation 15 where membership is discussed. It indicates an interim measure to promote regional cooperation and campaign 'buy in' for a period while the RTB makes a decision on the membership subscriptions model.</p> <p>Support for this recommendation would be consistent with previous Council policy on the regional restructure.</p>                                                               |
| <p>18. That Local Governments continue to support Visitor Information Centres (VICs) and services for the first term of the new RTB (3 years). During this period a process be agreed to enhance collaboration between VICs across the region and to consider the possible transfer of management responsibility for VICs to the RTB over time.</p>                                                                   | <p>This recommendation is linked with Recommendation 10 and while not preferred it is reasonable that Colac Otway Shire support a process for review of current arrangement.</p> <p>One of the key issues that has been raised at the Interim RTB is the lack of coordination of Visitor Centres. This is not the case in the eastern end where there is a high level of cooperation through the Geelong Otway Tourism Visitor Centre Coordinator.</p> <p>It would be appropriate once appointed, that Colac Otway Shire reiterates the local importance of the Visitor Centres and that there is a high level of cooperation amongst Visitor Centres at the eastern end of the region.</p> |
| <p>19. That the process to establish SWVRT be:</p> <ul style="list-style-type: none"> <li>a) Stakeholders to consider the Interim Regional Tourism Board recommendations and confirm decisions by 29 March 2013.</li> <li>b) Continue the Interim Regional Tourism Board for the period January - June 2013 to consult with stakeholders as required and to facilitate the establishment of SWVRT Pty Ltd.</li> </ul> | <p>It is advised that there be a period for community input before a final resolution is confirmed. The deadline can be met within Council's normal operational timeframe.</p> <p>Support for this recommendation would be consistent with previous Council policy on the regional restructure.</p>                                                                                                                                                                                                                                                                                                                                                                                         |

The 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, is a comprehensive document that includes the background of stakeholder and community input into this process to establish a RTB over the past two and a half years. The recommendations in the document are generally consistent with previous Colac Otway Shire resolutions on the RTB.

However, before proceeding it would be important that the community is provided an opportunity to comment on the proposed final changes to the regional structure of tourism.

Option one is that Council endorse the Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012 and form resolutions aligned to previous Council policy on the structure and operations of the proposed RTB.

Option two is that Council release the Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, for a period of 6 weeks consultation.

Option two is preferred as the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, has not been available to the public. This consultation period would provide a final opportunity for comment before a Council decision is made. It would be consistent with Council's Community Engagement Policy January 2010.

### **Proposal**

That Council endorse the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, for a period of six weeks for comment from the community.

Following this, an Officer's report would be prepared for the 27 March 2013 meeting of Council. This would comply with the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' recommendation that a decision be confirmed by 29 March 2013.

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

There are no financial resource implications related to this report.

It should be noted that the Great 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, forecasts a request for an increased contribution to regional tourism funding in future years.

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

There are no risk management or compliance issues related to this report or any action from the report.

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

There are no environmental or climate change considerations related to this report or any action from the 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.

While the regional restructure has been in process for over two years and there has been a significant amount of consultation with the tourism industry and other stakeholders, the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, has not been seen by the general public. There have been discussions at the Otway

Tourism Advisory Committee meetings on the draft reports leading to this final statement however this Committee has not made a formal statement or submission on the report or its recommendations. In accordance with the Colac Otway Shire Council Community Engagement Policy of January 2010, it is appropriate that the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, be released for public comment.

The Colac Otway Shire Council Community Engagement Policy of January 2010, details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected in this case would be 'consult'.

A media release would be prepared advising the public that the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, is available on Council's web site and at customer service centres. A letter would be sent to members of the Otways Tourism Advisory Committee advising the Council resolution and directing them to the website or Customer Service centres. The report would also be distributed by newsletter to all tourism operators who are members of Otways Tourism.

The results of the community engagement process would be included in a report to the March 2013 Council meeting.

### **Implementation**

It is proposed that Council issue a media release and distribute the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, to the local tourism industry and community as outlined in the Community engagement section above.

Once the period of engagement is completed the input received will be included in an Officer's report for the 27 March 2013 meeting of Council.

### **Conclusion**

The tourism industry is an important emerging industry for Colac Otway Shire producing \$104.7m in direct economic output. It support 643 jobs and the economic multiplier effect of tourism is responsible for another 937 jobs.

While Colac Otway Shire holds some of the most scenic sections of the Great Ocean Road, one of Australia's key international attractions and the beauty of the Otways with its forest walks, waterfalls and historic townships, most of our tourism operations are small or micro businesses.

It has long been recognised in the tourism industry that independent business marketing can have only limited effect and that cooperative action is the only way to achieve sustainability and growth. This is true at the Shire level and also at the regional level and is why organisations like Otways Tourism and Geelong Otway Tourism exist.

Geelong Otway Tourism, formed in 1993, recognises the importance of industry development, supporting infrastructure and strategic partnerships as well as regional marketing. This is not the case across Victoria and in 2009, Tourism Victoria released the 'Regional Tourism Action Plan' to encourage a higher level of regional tourism industry cooperation and development.

In the State Government model of regional tourism, Colac Otway Shire along with City of Greater Geelong, Borough of Queenscliffe, Golden Plains, Surf Coast, Corangamite, Moyne and Glenelg Shires and Warrnambool City Council, have been in the Great Ocean Road Region. Apart from Geelong Otway Tourism, operating at the eastern end of the region

there has also been Shipwreck Tourism operating in Corangamite and Moyne Shires and Warrnambool City Council and Discovery Coast in Glenelg Shire. The 'Regional Tourism Action Plan' directed that tourism organisations, and local government cooperate in the development a new organisation that would encompass the entire region.

The process to establish the new regional body has been fraught with difficulties and delays however the Interim RTB has now delivered a report that provides a plausible structure, and a credible financial model.

The 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, takes into account the discussions that have taken place over the past two years and it has focused stakeholder representatives on the priority needs of the region for tourism industry development. The regional restructure is at its final stage.

However before Council takes the step of endorsing this report it is recommended that the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012 be released for public comment. While many tourism operators and Otways Tourism have been informed and involved in the restructure process none of them has seen this final report.

#### **Attachments**

1. Final - GORT Interim RTB Report to Stakeholders

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

***That Council endorse the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012, for a period of six weeks community engagement.***

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OM132301-13

SUBMISSION ON PROPOSED INCLUSION OF THE GREAT OCEAN ROAD ON THE VICTORIAN HERITAGE REGISTER

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Doug McNeill | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F12/414 |

Purpose

This report is to seek Council's endorsement of a proposed submission to the State Government in response to its proposal to include the Great Ocean Road on the Victorian Heritage Register.

Declaration of Interests

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

Background

The State Government gave notice late in 2012 of its intention to include the stretch of Great Ocean Road between Torquay and Allansford in the Victorian Heritage Register as a place of special cultural heritage significance to the State of Victoria. Attached is a copy of the notification with accompanying documentation outlining the heritage significance of the place. Written submissions are due to be lodged by 22 January 2013, prior to the Council meeting.

In the event that the road is included in the Victorian Heritage Register, Council and other agencies such as VicRoads and coastal committees will be bound to comply with the *Heritage Act 1995* when undertaking works in the road reserve.

The road was listed by the Federal Government on the National Heritage List under the *Environment Protection and Biodiversity Conservation Act* in 2011 given its national heritage significance. The proposal will introduce state level heritage protection which is consistent with its national designation.

The draft permit policy exhibited by the State Government provides some exemptions from the need to apply to Heritage Victoria for a heritage permit for works that do not adversely impact on the cultural heritage significance of the road and road reserve, and it is emphasised that the ability to maintain road safety is not restricted by any permit requirement. Works including removal of land slips, rock falls, and maintenance of rock walls, line markings, erection of guard rails and brisen wire, signs, road, kerb, shoulder and drain maintenance works and vegetation removal outside areas of known or potential archaeological significant are to be permit exempt. Works for fire management will also be exempt, as well as minor works if in the opinion of the Executive Director of Heritage Victoria they would not have an adverse impact. New works including earth works and new infrastructure such as passing lanes, walls, carparks, buildings or structures, bridges or culverts will not be exempt.

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

With the inclusion of the road on the National Heritage List, the proposal for State heritage protection could have positive impacts for tourism through the marketing and branding of the road as a tourist destination, and through potential for increased revenue for its enhancement over time.

The proposal however does have potential to add an administrative burden to authorities undertaking works and activities within the Great Ocean Road road reserve. Whilst VicRoads is responsible for managing much of the land within the road alignment, Council is responsible for managing those sections within townships such as Apollo Bay, Marengo, Lavers Hill, Wye River, Kennett River and Separation Creek, and some works in those areas may be subject to approval by Heritage Victoria. Infrastructure improvements may require heritage approval, and at the very least a heritage assessment will need to be done, which will require the engagement of suitably qualified heritage professionals.

Council has the options of:

1. Not making any submission.
2. Making a submission of support for the proposal.
3. Making a submission of support, but expressing concern about elements of the proposal; or
4. Making a submission that objects to the proposal.

Given the potential benefits of the proposal from a tourism and heritage perspective, and the range of exemptions for various maintenance activities, it is recommended that Council lodge a submission in support, but expressing concern about elements of the proposal in accordance with Option 3 above.

It is recommended that Council's submission highlight the potential to exclude Council and VicRoads from permit requirements for various activities within the townships such as Apollo Bay, where there is a significant built form and urban infrastructure, and less potential for works to have an adverse impact on the road's heritage values. There is potential for works within Apollo Bay for example, such as construction of a new outfall drain, new street lighting poles, streetscape improvements, pedestrian crossings, or construction of a new car parking area, to trigger the need for a heritage permit from Heritage Victoria, yet such works would have limited if any heritage impact, and could be further exempted from needing a permit. Such further exemptions would limit the need for unnecessary heritage assessments and approvals processes, thereby streamlining construction processes and minimising costs. It would focus the effort on those more natural areas outside of the built up areas.

Council can request in a submission that the Heritage Council conduct a hearing into the proposal, and can request that it be heard at such a hearing. Officers are of the view that it would be worthwhile to request a hearing and be represented to best convey Council's concerns about the proposal.

Proposal

It is proposed that Council makes a submission to the State Government supporting the proposal but identifying issues concerning the proposed inclusion of the Great Ocean Road

in the Victorian Heritage Register. It is further proposed to request that the Heritage Council conduct a hearing into the proposal and that Council be heard at the hearing.

Financial and Other Resource Implications

There may be some additional cost and/or delay in undertaking works within the Great Ocean Road reserve where Council has responsibility as a result of the proposal. In particular, Council would be required to commission heritage assessments of various proposed works to accompany applications for approval by Heritage Victoria. Such costs would need to be factored into the Council funding for specific projects.

Risk Management & Compliance Issues

As outlined earlier in the report, the proposal will place a requirement on authorities undertaking works and activities within the Great Ocean Road road reserve to adhere to permit requirements under the *Heritage Act 1995*. Whilst VicRoads is responsible for managing much of the land within the road alignment, Council is responsible for managing those sections within townships such as Apollo Bay, and would need to ensure that heritage permit requirements are met.

Environmental and Climate Change Considerations

The proposal should have positive environmental effects by ensuring the long term protection and enhancement of the heritage values of the Great Ocean Road.

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 would be inform and include the issue of a media release to accompany the lodgement of a written submission to the proposal.

Implementation

Officers will lodge a draft submission with the State Government by the due date, and when the resolution of Council on this item is known, confirmation will be provided as to Council's adopted position on the submission.

Conclusion

Whilst the proposal will be consistent with the earlier federal listing of the Great Ocean Road under the *Environment Protection and Biodiversity Conservation Act*, and have potential to impact positively on tourism over time, it is important that Council raises issues that should be considered such as works which officers believe should be exempt from being required to obtain state heritage approval.

Attachments

1. Recommendation to Heritage Council listing Great Ocean Road

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

- 1. Lodges a written submission to the proposal for inclusion of the Great Ocean Road on the Victorian Heritage Register expressing its general support, but requesting that consideration be given to exempting Council from permit requirements for works within the Great Ocean Road road reserve within township boundaries such as Apollo Bay.***
- 2. Requests in the submission that the Heritage Council conduct a hearing into the proposal and that Council be heard at the hearing.***

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**OM132301-14****G21 ECONOMIC DEVELOPMENT STRATEGY**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Mike Barrow                        | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/2221   |

**Purpose**

The purpose of this report is to seek Council's endorsement of the 'Draft G21 Economic Development Strategy' and also 'Governance Paper' that includes options for delivery of the Strategy.

**Declaration of Interests**

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

**Background**

G21 is the formal alliance of government, business and community organisations working together within the Geelong region across five member municipalities – City of Greater Geelong, Borough of Queenscliffe, Colac Otway, Golden Plains, and Surf Coast Shires.

The structure of G21 includes eight Pillar Groups based on the region's key priorities: Arts & Culture, Economic Development, Education & Training, Environment, Health & Wellbeing, Planning & Services, Sport & Recreation and Transport.

The Economic Development Pillar has over the past two years been working with consultant company 'AECgroup', on drafting a regional Economic Development Strategy. It already has a priority list of individual Council projects including the Apollo Bay Harbour redevelopment as an example of a Colac Otway Shire project. This strategy has been designed to identify the region's major areas of natural advantage and strategies and actions for supporting significant growth. (Attachment 1 Draft G21 Economic Development Strategy, March 2012).

Council has been represented on the Project Steering Group by the CEO and the Project Working Group by the Manager of Economic Development.

While the draft Strategy was completed early in 2012, there has been some delay in development of the governance model for delivery of the Strategy. This has been due to the lack of agreement between the various bodies represented on the Project Steering Group. A separate paper has been prepared for Council's consideration on governance options. (Attachment 2 Draft G21 Economic Development Strategy, Governance Paper Sep 2012).

**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**

Work in partnership with business, industry groups, government and agencies on sustainable economic growth.

**Issues / Options**

The starting point for the Draft G21 Economic Development Strategy was the Vision Statement for G21 Regional Plan.

*"In 2020, the Geelong Region is Australia's most desirable destination for living, visiting, and investing; it is renowned for its vibrant, cohesive community, exceptional physical environment and vigorous economy."*

To achieve this vision through the Strategy, three options were explored:

- More of the Same
- Building on Our Regional Strengths
- Game Changer.

Only the Game Changer option was considered by the consultant company 'AECgroup' as an effective choice for achieving the vision. To be classified as a Game Changer a project had to:

- Be able to deliver distinct and lasting regional benefits with a catalytic effect on the broader region
- Not be readily implemented by local government or would require cross government collaboration and intervention
- Lead to further significant direct investment
- Have potential to address regional issues or change perceptions.

The Draft G21 Economic Development Strategy does not include a full listing of projects thought-out the region. It concentrates on key initiatives or Game Changers, most likely to achieve significant economic growth:

- Completion of the Geelong Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac Connections
- Geelong City Reactivation
- Coordinated Delivery of Critical infrastructure to Support Growth
- Globally Significant Innovation and Research Centre
- G21 is Open for Business.

The Game Changers are interrelated in that they all contribute to the economic growth of Geelong and the G21 Region. It could be argued that the main beneficiary is Geelong but this is to be expected as it is the major population centre and economic hub of the region.

Colac Otway Shire benefits generally from regional economic growth but there are clear advantages in the delivery of infrastructure such as road links to enable ease of connectivity for products to market and tourists to the region. There are also benefits in cooperating with a regional 'Open for Business' message in attracting business investment.

The proposed 'Innovation and Research Centre' would pull together the resources the CSIRO, Deakin University, Barwon Health, and Department of Primary Industries facilities at Queenscliff. As a major agricultural and rural manufacturing centre Colac stands to benefit from research and innovative products or processes discovered at this facility.

Doing 'More of the Same' or merely enhancing regional efforts to 'Build on Our Regional Strengths' would not be enough to achieve the 'vigorous economy' envisioned in the G21

Regional Plan. This requires the kind of transformational change inherent in the nominated game Changers.

In addition to identifying a number of interrelated regional game Changers, the Draft G21 Economic Development Strategy includes a 'Strategy toolbox'. Rather than a tool box this is a series of strategic initiatives employed in everyday use by economic development officers with activities in the following areas:

- Attracting Investment
- Encouraging Innovation
- Skilling Individuals
- Changing Perception.

Council has two options:

### **Option 1**

The first option is to adopt the Strategy.

### **Option 2**

The second option is to not adopt the strategy.

Option 1 is preferred as there are benefits in Colac Otway Shire supporting a regional approach to economic development and it fulfils Council's obligation through G21 membership to support regional plans.

The Draft G21 Economic Development Strategy, Governance Paper includes a discussion on the options for delivery of the Strategy. A summary with pros and cons of each option follows:

| <b>Structure</b>             | <b>Typically Observed Pros</b>                                                                                                                                                                                                                                                                                                            | <b>Typically Observed Cons</b>                                                                                                                                                                                                                                                                                        |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advisory Board/<br>Committee | <ul style="list-style-type: none"> <li>• Accesses private sector leadership and knowledge</li> <li>• Easier accounting and financial reporting</li> <li>• Greater alignment with Council goals</li> <li>• Creates forum for public-private discussions.</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>• Must operate under Council bureaucracy</li> <li>• Less flexible than independent models</li> <li>• Depending on governance, can have limited scope and influence.</li> </ul>                                                                                                 |
| Strategic Alliance           | <ul style="list-style-type: none"> <li>• Simple structure usually agreeable to all members</li> <li>• Creates forum for regional cooperation and discussion</li> <li>• Can have effective lobbying voice to State and Federal Government</li> <li>• Informal structure can allow flexibility and efficient response to issues.</li> </ul> | <ul style="list-style-type: none"> <li>• Limited commitment from members</li> <li>• Limited buy-in from members</li> <li>• Difficult to tackle big issues</li> <li>• Difficult to affect change and demonstrate results</li> <li>• Places undue stress on existing commitments</li> <li>• Limited funding.</li> </ul> |

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Government Agency                                   | <ul style="list-style-type: none"> <li>• Independent government agencies that operate under a CEO/Board structure</li> <li>• More efficient and able to react to issues</li> <li>• Strong ties to Government for policy and funding</li> <li>• Strong structure and foundation .</li> </ul>                                                                                                                  | <ul style="list-style-type: none"> <li>• Still a part of government bureaucracy</li> <li>• Limited by Act and formal structure</li> <li>• Funding options are limited.</li> </ul>                                              |
| Independent Association/ Organisation (Third Party) | <ul style="list-style-type: none"> <li>• Leverages private sector experience</li> <li>• Delivery/outcome focused</li> <li>• Independent</li> <li>• Highly efficient and flexible</li> <li>• Leverages a broader set of skills</li> <li>• Can react quickly to market/issues</li> <li>• Combines public and private sector funding and input</li> <li>• Has significant input from private sector.</li> </ul> | <ul style="list-style-type: none"> <li>• Funding can dictate action</li> <li>• Personalities/staff critical to success</li> <li>• Highly visible</li> <li>• Financial reporting required</li> <li>• Governance MoU.</li> </ul> |

The Governance Paper recommends the Advisory Board model with the G21 Pillar Group taking on this role and projects being delivered through participating economic development officers. Council has the option to endorse this or any one of the governance models in the 'Governance Paper' however the overriding considerations must be cost, control and accountability.

The only model that could achieve a low cost outcome, a reasonable level of control and the highest degree of accountability is the Advisory Board model. The G21 Economic Development Pillar is already in effect an advisory board to the G21 Board. Each local government has existing economic development resources controlled through appropriate management structures and accountable to their respective Councils.

The Strategic Alliance option is in effect the same model as the G21 Board which is a strategic governance and leadership group. Delivery of the Strategy would be best assigned to the Economic Development Pillar.

The Government Agency model is not a realistic option. It is the State Government policy that all regions across the State will have strategic municipal alliances and regional plans. It is not the State Government policy to be responsible for delivery of those plans. This would be the same for the Federal Government.

The Independent Association/Organisation is attractive in that with appropriate funding and staffing it would be able to operate outside local government bureaucracy and possible achieve greater 'break through'. This may be the case in some circumstances but unless it is also provided license in areas such as land use planning, it is no more likely to have success than the Advisory Board. An Independent Organisation would be likely to cost more

in set up and a structure of salaries to attract high caliber personnel. There would be less control and accountability in this model.

Council has two options:

**Option 1**

The first option is to adopt the recommendation of the Governance Paper and endorse the Advisory Board model.

**Option 2**

The second option is to not endorse the Advisory board model and to nominate an alternative.

Option 1 is preferred as it is low cost, has practical levels of control and high accountability.

**Proposal**

That Council endorses the Draft G21 Economic Development Strategy and the Governance Paper with the Advisory Board model of governance nominated as the preferred option for delivery of the Strategy.

**Financial and Other Resource Implications**

There are no financial resource implications related to this report or any action from the report. It is expected that the Advisory Board model of governance will deliver the Strategy within existing budgets.

**Risk Management & Compliance Issues**

There are no risk management or compliance issues related to this report or any action from the report.

**Environmental and Climate Change Considerations**

There are no environmental or climate change considerations related to this report or any action from the 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 community will be informed of Council's decision through a media release. No other form of engagement is required.

**Implementation**

The G21 Board and Economic Development Pillar will be advised of Council's decision through a formal letter.

**Conclusion**

The Draft G21 Economic Development Strategy is the result of an extensive research and consultation process to develop a strategy that identifies key initiatives or 'Game Changers' that are likely to have a transformational effect on the regional economy.

The consultant company engaged in the project 'AECgroup' found that the G21 Region has numerous assets and natural advantages including the Port of Geelong, Avalon Airport, the City of Geelong, Deakin University, Gordon TAFE, the manufacturing industry, the diverse agricultural sector, and tourism including the Great Ocean Road. 'AECgroup' found that

rather than solutions to gaps and problems the key to further growth in the region is to coordinate regional effort on the nominated 'Game Changers'. These initiatives are mainly focused geographically on Geelong but would have direct and indirect benefits for the whole region including Colac Otway Shire:

- Completion of the Geelong Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac Connections
- Geelong City Reactivation
- Coordinated Delivery of Critical infrastructure to Support Growth
- Globally Significant Innovation and Research Centre
- G21 is Open for Business

The Strategy also includes advice on everyday activities for local government economic development practitioners to assist them achieve both local and regional goals.

The Governance Paper recommends that the optimal method for delivery of the Strategy is the Advisory Board model and that the G21 Economic Development Pillar acts as the Advisory Board. This group includes representatives of local government and businesses. It is the most cost effective and accountable model of the options discussed in the Governance Paper.

Two points need to be emphasised:

- Each local government economic development unit would be responsible for the delivery of 'Game Changers' within their respective municipality. This means that while Colac Otway may cooperate with and assist in the delivery of projects within the City of Greater Geelong, there would not be a significant local resource allocation to these projects.
- The G21 Economic Development Pillar would still be committed to advocacy for the existing priority list of major and minor economic development projects such as the redevelopment of Apollo Bay Harbour.

Colac Otway Shire has been involved in the G21 Regional Alliance since its inception in 2002. It became a formal member of the legal identity of G21 in March 2004. The Shire has a 10 year history of support for a regional approach to environmental social and economic issues. This is also reflected in Council's membership of the Great South Coast Regional Alliance. Council's endorsement of the Draft G21 Economic Development Strategy and Governance paper is consistent with this regional commitment.

#### **Attachments**

1. Report - G21 Economic Development Development Strategy - Governance Paper
2. Report - Draft G21 Economic Development Strategy

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

***That Council endorses the Draft G21 Economic Development Strategy and the Governance Paper with the Advisory Board model of governance nominated as the preferred option for delivery of the Strategy.***

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OM132301-15**PLANNING SCHEME AMENDMENT C67 (SALINITY MANAGEMENT OVERLAY) - CONSIDERATION OF SUBMISSIONS**

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Gemma Browning | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/3291 |

Purpose

To consider submissions received following public exhibition of Amendment C67 to the Colac Otway Planning Scheme.

Declaration of Interests

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

Background

On 23 September 2009, Council resolved to request the Minister for Planning to authorise Council as the Planning Authority to prepare Amendment C67 to the Colac Otway Planning Scheme and once authorisation is granted, proceed to prepare and exhibit the Amendment pursuant to Section 8A Part 3 and Section 19 of the *Planning and Environment Act 1987*. The resolution was subject to updated mapping being provided to Council by the Corangamite Catchment Management Authority (CCMA). This mapping was received early in 2012.

On 23 October 2012, the Minister for Planning authorised Council as the Planning Authority to prepare the Amendment (Authorisation No. A02414).

Amendment C67 seeks to introduce a Salinity Management Overlay (SMO) to areas of the Shire that have been mapped as salinity affected by the CCMA and the Department of Primary Industries (DPI) through a regional salinity mapping project.

The Amendment proposes to change the Planning Scheme by:

- Amending Clause 21.04 – “Environment” and Clause 21.04-4 – “Salinity” specifically by adding additional references to the extent of salinity in the Shire within the “Overview”. It also proposes the inclusion of additional “Objectives and Strategies” that seek to avoid salinity impacting on development and development impacting on the extent of salinity as well as ensuring that major land use change does not expand the impacts of salinity. A map showing “Areas of Potential Salinity Impacts” is also introduced at the end of Clause 21.04.
- Amending Clause 21.06 by deleting the reference to considering the need for a Salinity Management Overlay in the Planning Scheme as this amendment responds to this action.
- Amending Clause 21.07 – “Reference Documents” to include the following reports and documents under “Environment”:
 - Salinity Management Overlay Project Report, EnPlan-DBA with Dahlhaus Environmental Geology and Chris Harty Planning and Environmental Management, Corangamite CMA, 2006.

- Colac Otway Shire – Salinity Management Overlay Salinity Occurrences and Mapping Background Report No 2, Dahlhaus Environmental Geology Pty Ltd, 2006.
- Colac Otway Shire - Salinity Management Overlay Review of Mapping Boundaries, Dahlhaus Environmental Geology Pty Ltd, 2012.
- Permit Application Requirements for Development Proposals where a Salinity Management Overlay Applies. EnPlan, 2006.
- Introducing Clause 44.02 “Salinity Management Overlay” and a Schedule to the Clause. The Schedule provides permit exemptions relating to vegetation removal and construction or extension of small non-habitable buildings.
- Introduces new SMO overlay maps identifying salinity affected areas.

The Salinity Management Overlay (SMO) is an important tool to identify areas that experience salinity or have the potential to be affected by salinity within the lifetime of a development (usually 30-50 years) due to rising groundwater tables. Salinity can be a serious threat to assets, such as buildings, roads, underground infrastructure and gardens, can reduce the productivity of farming land, or can affect the quality of waterways.

The overlay does not necessarily prevent the use and development of land, but rather ensures that the risks associated with salinity are properly taken into consideration. It makes landowners, developers and Council aware of any potential salinity problems.

Staff from the Department of Primary Industries (DPI) have identified and mapped saline areas throughout the Shire using various techniques, including aerial photograph interpretation and ground truthing. Two types of salinity have been identified. Primary salinity is naturally occurring and is the product of processes that have been present for many hundreds or thousands of years, resulting in the formation of salt lakes and semi-permanent or permanent saline wetlands, many of which are highly valued ecosystems or environmental assets. Secondary salinity refers to induced salinity processes as a result of changed land use or water use and is rarely regarded as an asset and generally seen as a threatening process.

The SMO applies to both primary and secondary salinity areas and a buffer zone around these areas to allow for the possible expansion of salinity over the next 30-50 years due to rising shallow groundwater tables. The width of the buffer areas is based on the slope of the land, using a high resolution Digital Elevation Model that utilises airborne light detection and ranging (LIDAR) and groundwater level records from the past 25 years.

On land covered by the SMO a permit is required to construct a building or carry out works, to subdivide land and to remove, destroy or lop vegetation, other than vegetation planted for pasture or cropping. Avoiding building in a saline area is the preferred strategy. Where alternative development sites are available they should be used. Where building in a saline environment cannot be avoided, various building standards and products can be used, such as damp proof slabs, salt resistant bricks and concrete, non-metal pipes, and sites can be revegetated to reduce groundwater recharge.

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.

There is a Strategy to “*Ensure that environmental risks are adequately addressed for new development and land use*”, as well as a specific action to “*Introduce a Salinity Management Overlay to affected areas*”.

Issues / Options

The Amendment was exhibited from 1 November 2012 to 20 December 2012 with the gazettal notice published on 15 November 2012. Notices were sent to all property owners directly affected.

Following public exhibition of the Amendment 12 submissions were received, including:

- Four (4) submissions from statutory/referral authorities offering no objection to the Amendment.
- One (1) submission in agreement with the Amendment.
- Seven (7) submissions objecting to the Amendment.

The primary issues raised in the submissions can be summarised as follows:

- The accuracy and extent of the mapped areas, particularly the width of the applied buffer zones.
- The appropriateness of the overlay in addressing salinity with respect to building construction.
- Impacts on Council resources and liability.
- The potential reduction in property values and the potential effect on development opportunities.

Individual submissions will be discussed later in the report. A summary of each submission is included in Attachment 1.

Submissions from referral/statutory authorities

| Sub No. | Authority | Submissions | Officer Comments/Recommendations |
|---------|------------------------------|--------------|---------------------------------------------------------|
| 1 | EPA | No objection | <i>Recommendation:</i>
That the submission be noted. |
| 2 | VicRoads | No objection | <i>Recommendation:</i>
That the submission be noted. |
| 3 | CFA | No objection | <i>Recommendation:</i>
That the submission be noted. |
| 6 | APA GasNet Australia Pty Ltd | No objection | <i>Recommendation:</i>
That the submission be noted. |

Summary of Recommendations

- No changes to the Amendment are proposed as a result of the submissions from statutory and referral authorities.

Issues Raised by Other Submissions

Issue 1: Accuracy and extent of overlays

Six (6) submitters (Submitter Nos. 4, 5, 7, 8, 9 and 10) questioned the accuracy and validity of the mapped overlay on their land. The width of the buffer area around identified primary and secondary salinity spots in particular is not supported by the submitters as it would

unreasonably affect land or does not seem to take into account the topography. In other instances submitters argue that salinity does not exist in the mapped areas with reasons varying from data being out of date due to its age, to mapping failing to take into consideration the effects of recent drought periods.

The initial boundaries of the SMO were derived by drawing a buffer around the mapped salinity sites. The width of the buffers was varied according to the terrain in order to accommodate a one metre rise in groundwater tables. The accuracy of the buffers was refined using LIDAR digital elevation models to ensure the accuracy of mapping was improved. In theory, any developments within the buffer area may intersect with shallow saline watertables and therefore should be designed appropriately.

In response to the submissions requesting a review of the mapped overlays, Mr Peter Dahlhaus from Dahlhaus Environmental Geology Pty Ltd was appointed to reassess the presence of salinity and the buffers at these sites and to verify the mapped salinity areas. In all cases site visits have been conducted and the existence of salinity was confirmed. However, Mr Dahlhaus has suggested that small changes to the mapping buffers are made to allow for topographic issues that were identified through the site visits.

Issue 2: Effect on property values and future development opportunity

Five submitters (Submitter Nos. 5, 7, 8, 9 and 10) argue that the application of the SMO would have a negative effect on property values. A devaluation of property values is not accepted as a legitimate ground for objecting to a planning proposal and there are substantial precedents established in this regard.

Submitter No. 7 raised an issue indirectly concerning future development opportunities particularly in reference to future residential growth. The area around Sinclair Street South, Harris Road and Irrewillipe Road at Elliminyt is identified under the Colac Framework Plan at Clause 21.03-2 – “Colac” in the Colac Otway Planning Scheme for rural residential development and potential long term urban growth. This area is currently zoned for Rural Living development. The Framework Plan also shows parts of this area as being prone to flood constraints. The mapping of the SMO coincides with the identification of areas subject to flood constraints. As a result, the implications for applying the SMO are considered minor given the current recognition under the Planning Scheme that parts of this future urban growth area are already constrained by land hazards. It is considered that the SMO would contribute towards sound planning for any future urban growth capabilities for this part of Colac and facilitate good planning for the area.

Issue 3: Alternative controls / measures to address salinity

Submitter No. 11 questioned the appropriateness of the SMO as a tool to address salinity with respect to building construction and argued that there are other, more effective measures such as the building approval process that can address the effects of salinity on buildings.

It is acknowledged that the SMO is not the only tool to address salinity and that there are other controls or measures to either protect assets from the damaging effects of salinity or prevent the spread of salinity caused by development. The Building Code of Australia and Australian Standards include design standards for slab construction, mortar and bricks to damp proof buildings. Revegetation can prevent recharge and rising groundwater tables. These controls/measures do not exclude one another and could be most effective when applied in an integrated manner.

There appears to be a misunderstanding of the purpose of the SMO and its role in the planning system, as compared to what occurs under the building control system. The SMO does contain a permit trigger for constructing a building, however the emphasis of the SMO is not on the technical construction aspects of a building (this is what the building approval process is for) but rather on the siting and design aspects of where a building is located in relation to saline affected soils. Often the SMO may in fact encourage the construction of buildings away from saline areas altogether. If a building is to be located on saline affected soils is it possible for a design to be developed that will avoid negative impacts, including the aggravation of the extent of salinity in the future. The planning process acts in conjunction with the building approval system to effect good integrated outcomes that allow appropriate development to occur.

In this regard it is prudent to look at the purpose of the overlay expressed at Clause 44.02:

- To identify areas subject to saline ground water discharge or high ground water recharge
- To facilitate the stabilisation of areas affected by salinity
- To encourage revegetation of areas which contribute to salinity
- To encourage development to be undertaken in a manner which brings about a reduction in salinity recharge
- To ensure development is compatible with site capability and the retention of vegetation, and complies with the objectives of any salinity management plan for the area
- To prevent damage to buildings and infrastructure from saline discharge and high watertable.

This demonstrates that the objectives set out in the overlay cannot be achieved solely through building regulations. Subdivision in particular cannot be addressed through the building control system, nor can revegetation requirements.

It is further noted that the SMO plays an important role in publicly identifying the potential presence of salinity for land owners and potential purchasers (see discussion below).

Issue 4: Impacts on Council resources and liability

One submitter (Submitter No. 11) raised concerns over Council's ability to maintain efficiencies with processing additional planning applications triggered by the SMO and the impact upon Council resources. The submission also raised concern regarding increased liability issues for Council's planners who are either not qualified to assess detailed building construction matters or able to undertake appropriate inspections of building construction activity in relation to considering salinity issues with building works.

It is considered that these concerns are unlikely to materialise primarily because the SMO is a targeted planning tool and will encourage siting of development outside of the SMO affected areas. Under these circumstances additional planning permit applications will be avoided.

It is not expected that workloads will grow to a level that will impair Council's ability to process planning applications or to maintain its ability to comply with its statutory duties under the Planning and Environment Act.

Liability is improved for Council because detail on the SMO is made available through property information certificates. This ensures full transparency for prospective purchasers. The building approval system alone does not do this and also does not act early enough in the land development process to determine whether proposals are satisfactory or not –

hence the need for the overlay given that salinity has been mapped across the Shire and is known. It is considered that Council would in fact be more liable if it did not act to introduce the overlay given it has this information.

Detailed Assessment of Each Submission (Note: Submissions 1,2 3 and 6 are submissions by Government agencies which were in support of the amendment and have been addressed in the table above).

SUBMISSION 4

Address of the Subject land: 425 Dewings Bridge Road

Size of the subject land: 2 lots, Total 37.6ha

Zoning of the Land: Farming Zone

Overlays currently applying to the land: Bushfire Management Overlay & partial coverage of Vegetation Protection Overlay Schedule 2

Overlays proposed by Amendment C67: Salinity Management Overlay

Locality Plan of Land



Summary of Submission

The submitter argued that drainage and re-grassing work has improved the quality of the land and mitigated the salinity problem. The submitter requested a review of the mapping.

Council Response

A site inspection was undertaken by Dahlhaus Environmental Geology Pty Ltd and a Council officer.

There was confirmation that there is a shallow groundwater table there, however, the extent of the buffering may be too large. Dahlhaus Environmental Geology Pty Ltd is to provide a report with recommended mapping alterations.

Council Recommendation

Accept changes to the SMO boundaries as suggested by Dahlhaus Environmental Geology Pty Ltd and refer submission to a Panel for full consideration.

Changes Required to C67

Limited mapping changes required.

SUBMISSION 5

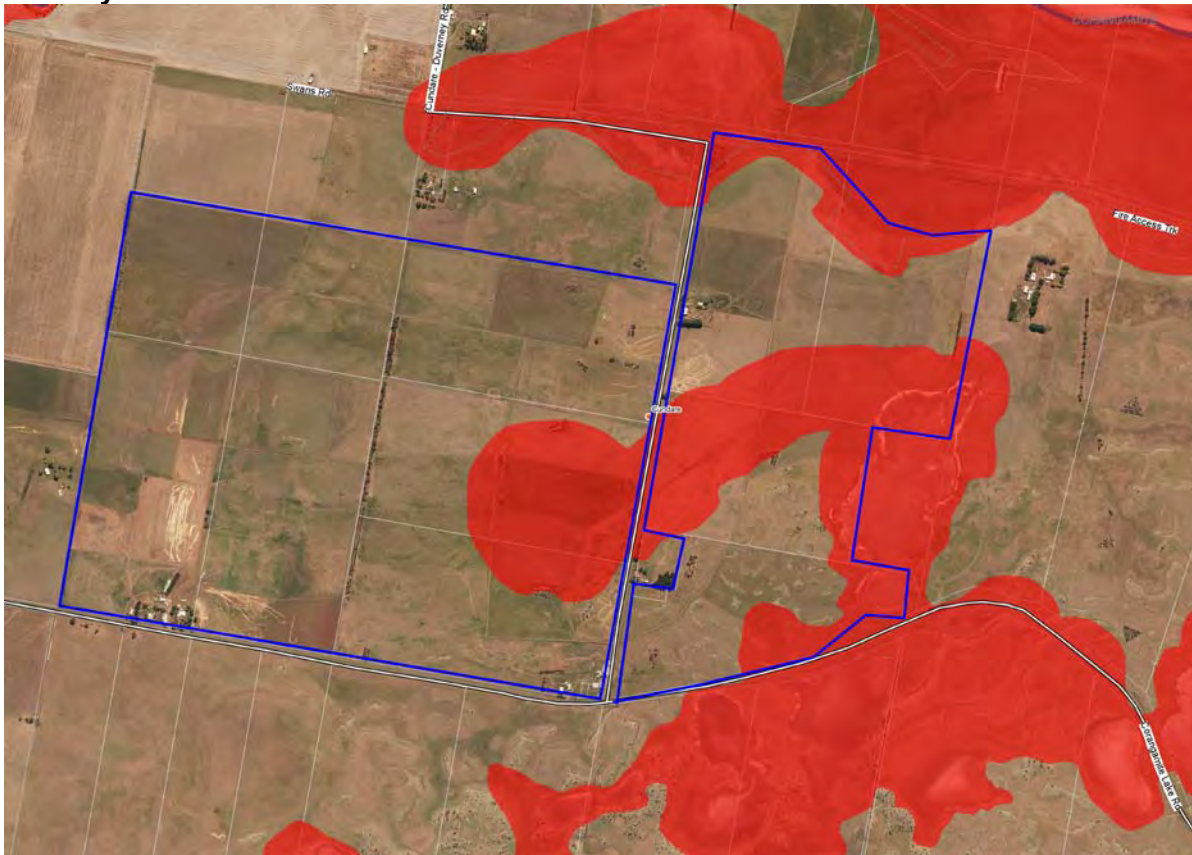
Address of the Subject land: 3375 Corangamite Lake Rd, Cundare North

Size of the subject land: 12 lots, Total 300.7ha

Zoning of the Land: Farming Zone

Overlays currently applying to the land: Partial coverage of both the Environmental Significance Overlay Schedule 1 & Land Subject to Inundation Overlay

Overlays proposed by Amendment C67: Salinity Management Overlay

Locality Plan of Land**Summary of Submission**

The submitter questioned the accuracy of the mapping and was concerned in regards to the adjustment of the future rating of the property.

Council Response

A site inspection was undertaken by Dahlhaus Environmental Geology Pty Ltd and a Council officer. There was confirmation that there were some minimal inaccuracies with the mapping

due to the nature of the stoney rises country. Dahlhaus Environmental Geology Pty Ltd is to provide a report with recommended mapping alterations. In regards to the rating issue, it is unlikely the partial application of an SMO will have any significant effect on the land value and rates applied to it. Any change in land value can be addressed at the next revaluation (every two years).

Council Recommendation

Accept changes to the SMO boundaries as suggested by Dahlhaus Environmental Geology Pty Ltd and refer submission to a Panel for full consideration.

Changes Required to C67

Limited mapping changes required.

SUBMISSION 7

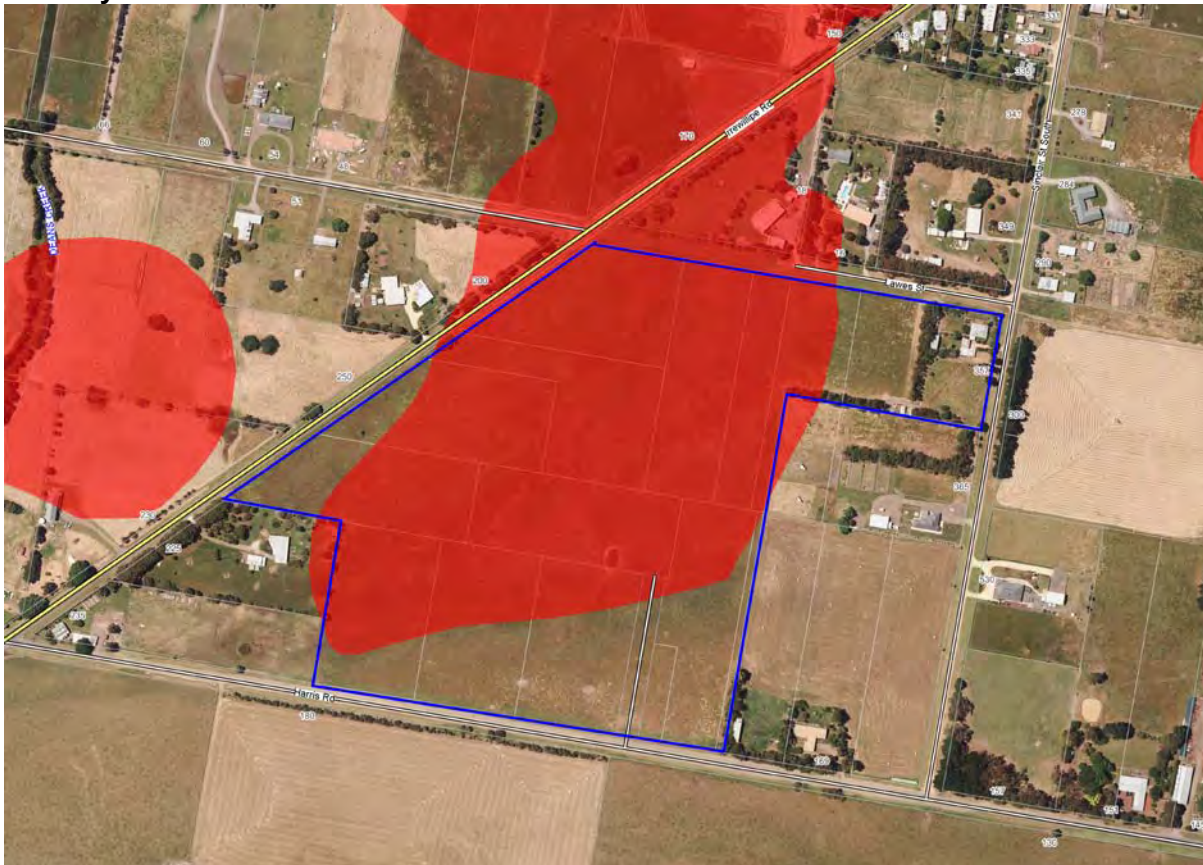
Address of the Subject land: 357 Sinclair Street South, Elliminyt

Size of the subject land: 15 lots, Total 15ha

Zoning of the Land: Rural Living Zone

Overlays currently applying to the land: Partial coverage of both the Environmental Significance Overlay Schedule 2 & Land Subject to Inundation Overlay

Overlays proposed by Amendment C67: Salinity Management Overlay

Locality Plan of Land**Summary of Submission**

The submitter questioned the accuracy of the mapping and was concerned in regards to the effect on future land values.

Council Response

A site inspection was undertaken by Dahlhaus Environmental Geology Pty Ltd and a Council officer. There was confirmation that there were some minimal inaccuracies with the mapping

due to the extent of the buffering. Dahlhaus Environmental Geology Pty Ltd is to provide a report with recommended mapping alterations. In regards to the rating issue, it is unlikely the partial application of an SMO will have any significant effect on the land value and rates applied to it. Any change in land value can be addressed at the next revaluation (every two years).

Council Recommendation

Accept changes to the SMO boundaries as suggested by Dahlhaus Environmental Geology Pty Ltd and refer submission to a Panel for full consideration.

Changes Required to C67

Limited mapping changes required.

SUBMISSION 8

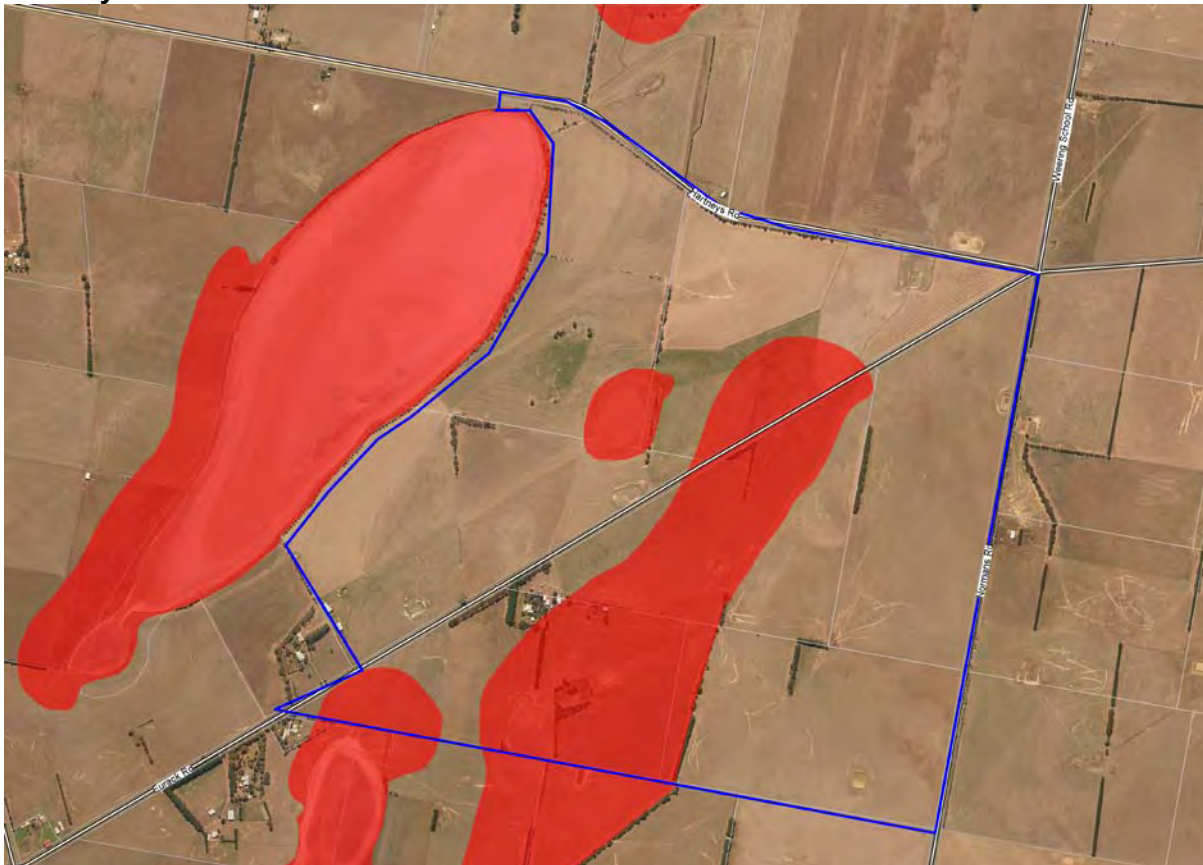
Address of the Subject land: 140 Eurack Road, Beeac

Size of the subject land: 7 lots, Total 213.1ha

Zoning of the Land: Farming Zone

Overlays currently applying to the land: Partial coverage of the Land Subject to Inundation Overlay.

Overlays proposed by Amendment C67: Salinity Management Overlay

Locality Plan of Land**Summary of Submission**

Submitter requests review of the mapping due to believed inaccuracies based on outdated data. Submitter expressed concern regarding the effects of the overlay on land values.

Council Response

A site inspection was undertaken by Dahlhaus Environmental Geology Pty Ltd and a Council officer. There was confirmation that there were some minimal inaccuracies with the mapping

due to the extent of the buffering. Dahlhaus Environmental Geology Pty Ltd is to provide a report with recommended mapping alterations. In regards to the rating issue, it is unlikely the partial application of an SMO will have any significant effect on the land value and rates applied to it. Any change in land value can be addressed at the next revaluation (every two years).

Council Recommendation

Accept changes to the SMO boundaries as suggested by Dahlhaus Environmental Geology Pty Ltd and refer submission to a Panel for full consideration.

Changes Required to C67

Limited mapping changes required.

SUBMISSION 9

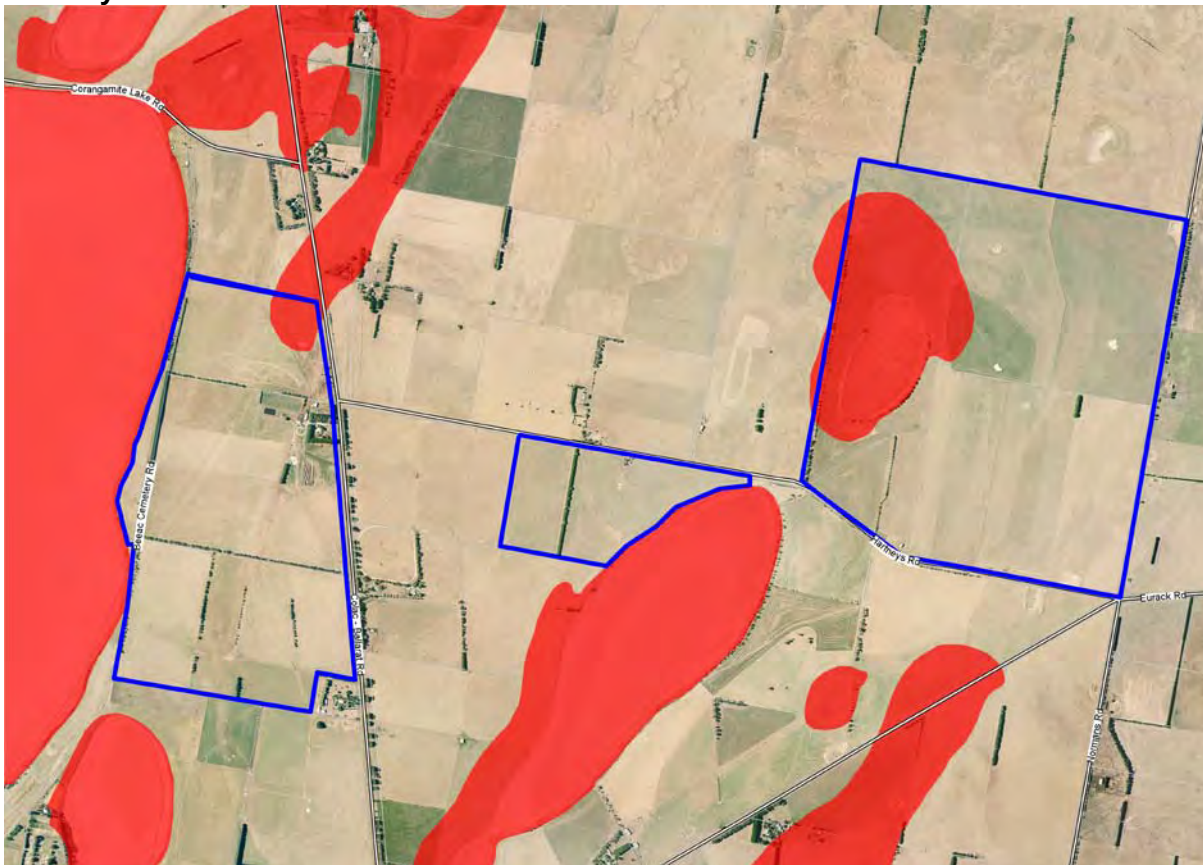
Address of the Subject land: 1935 Colac-Ballarat Rd, 95 Weering School Road and 100 Hartneys Road, Beeac

Size of the subject land: 11 lots, Total 291.1ha

Zoning of the Land: Farming Zone

Overlays currently applying to the land: Partial coverage of Environmental Significance Overlay Schedule 1 & Land Subject to Inundation Overlay

Overlays proposed by Amendment C67: Salinity Management Overlay

Locality Plan of Land**Summary of Submission**

Submitter requests review of the mapping due to believed inaccuracies. Submitter expressed concern regarding the effects of the overlay on land values and questioned the value of having a SMO.

Council Response

A site inspection was undertaken by Dahlhaus Environmental Geology Pty Ltd and a Council officer. There was confirmation that there were some minimal inaccuracies with the mapping due to the extent of the buffering. Dahlhaus Environmental Geology Pty Ltd is to provide a report with recommended mapping alterations. In regards to the rating issue, it is unlikely the partial application of an SMO will have any significant effect on the land value and rates applied to it. Any change in land value can be addressed at the next revaluation (every two years).

Council Recommendation

Accept changes to the SMO boundaries as suggested by Dahlhaus Environmental Geology Pty Ltd and refer submission to a Panel for full consideration.

Changes Required to C67

Limited mapping changes required.

SUBMISSION 10

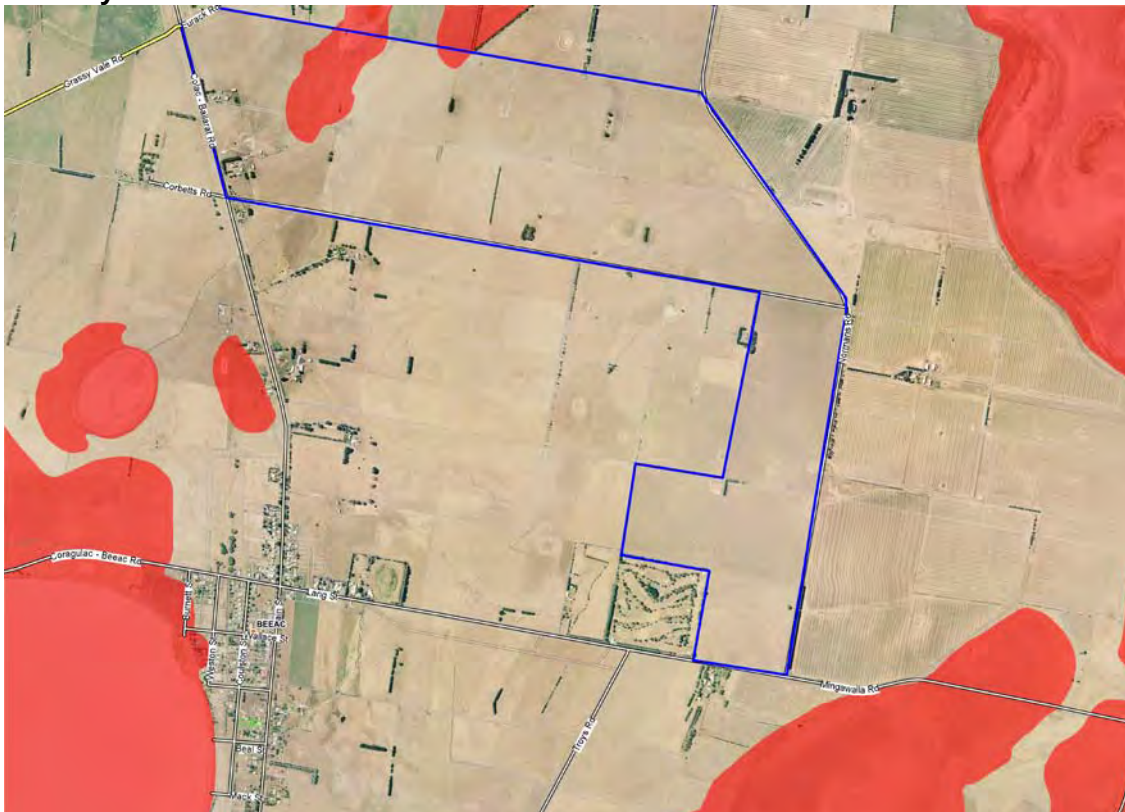
Address of the Subject land: 1660 Colac-Ballarat Rd, Beeac

Size of the subject land: 13 lots, 273.7ha

Zoning of the Land: Farming Zone

Overlays currently applying to the land: Partial coverage of Land Subject to Inundation Overlay

Overlays proposed by Amendment C67: Salinity Management Overlay

Locality Plan of Land**Summary of Submission**

Submitter requests review of the mapping due to believed inaccuracies following reduction in salinity affected areas due to drought. Submitter expressed concern regarding the effects of the overlay on land values.

Council Response

A site inspection was undertaken by Dahlhaus Environmental Geology Pty Ltd and a Council officer. There was confirmation that there were some minimal inaccuracies with the mapping due to the extent of the buffering. Dahlhaus Environmental Geology Pty Ltd is to provide a report with recommended mapping alterations. In regards to the rating issue, it is unlikely the partial application of an SMO will have any significant effect on the land value and rates applied to it. Any change in land value can be addressed at the next revaluation (every two years).

Council Recommendation

Accept changes to the SMO boundaries as suggested by Dahlhaus Environmental Geology Pty Ltd and refer submission to a Panel for full consideration.

Changes Required to C67

Limited mapping changes required.

SUBMISSION 11**No directly affected land****Summary of Submission**

The submitter questioned the appropriateness of the SMO as a tool to address salinity with respect to building construction and argued that the building approval process can address the effects of salinity on buildings. The submitter considers that there is a lack of evidence to suggest that salinity impacts existing buildings. The submitter expressed concern regarding the liability and resource issues for Council.

Council Response

The planning process acts in conjunction with the building approval system to effect good integrated outcomes that allow appropriate development to occur. Salinity issues cannot comprehensively be considered through the building approval process. There is no concern regarding increased resource issues for planning staff as the overlay is targeted and planning permit applications should largely be able to be avoided. Liability for Council is expected to decrease as the information on salinity will be available to residents.

Council Recommendation

Do not support submission. It is recommended that no further action be taken on this issue. Refer submission to a panel.

Changes Required to C67

No changes required.

SUBMISSION 12

Address of the Subject land: 250 Irrewillipe Road, Elliminyt

Size of the subject land: 9 lots, Total 10.6ha

Zoning of the Land: 3 lots of Rural Living Zone, 5 lots of Farming Zone

Overlays currently applying to the land: Environmental Significance Overlay Schedule 2 & Land Subject to Inundation Overlay

Overlays proposed by Amendment C67: Salinity Management Overlay

Locality Plan of Land**Summary of Submission**

Submitter 12 provided an outline of the condition of the Deans Creek waterway in the area bounded by Irrewillipe Road, Harris Road and Lawes Street, Elliminyt and the considerable Landcare and revegetation work undertaken in the area with reference to the Friends of Deans Creek. The submitter advised that the soils in this area can vary between seasons with waterlogging. Generally, the submitter is in agreement with the principals of the Amendment and the exemptions so long as there is flexibility.

Council Recommendation

Support Submission.

Changes Required to C67

No changes to the amendment are proposed as a result of the submission.

Options

Council has the following options in relation to the amendment:

1. Make changes to the amendment in accordance with all submissions, and adopt amendment.
2. Refer submissions to an independent Panel; or
3. Abandon the amendment.

It is recommended Council refer the submissions to a Panel for consideration on the basis that not all of the issues raised can be addressed.

Whilst many of the issues concerning mapping boundaries of the overlay can potentially be addressed following site visits by a consultant and Council officers, Submitter 11 objects to the amendment on a philosophical basis. There have been no issues raised which would warrant Council abandoning the amendment.

Proposal

In accordance with Part 3 Division 2 of the *Planning and Environment Act 1987* (Act) it is proposed that Council:

- Consider the written submissions received to Amendment C67 pursuant to Section 22 of the Act.
- Request the Minister for Planning to appoint an independent planning panel under Part 8 of the Act to consider all written submissions received to Amendment C67 pursuant to Section 23 of the Act.
- Make draft changes to Amendment C67 mapping boundaries as suggested by Dahlhaus Environmental Geology Pty Ltd, and present these to the independent panel, prior to formal consideration by Council when later resolving to adopt the amendment.

Financial and Other Resource Implications

Costs associated with Amendment C67 are budgeted in the 2012/13 Strategic Planning Programme budget, including an amount set aside for Panel fees. The cost of staff time administering the amendment is mostly being borne by the State Department of Planning and Community Development (DPCD) through the Rural Planning Flying Squad program, which has reduced the cost to Council of the amendment and allowed it to be implemented in advance of when it had originally been scheduled due to other competing priorities.

Risk Management & Compliance Issues

The Council received grant funding from the CCMA in 2004 under the federally funded National Action Plan for Salinity and Water Quality and agreed as part of the project to undertake a planning scheme amendment to implement a Salinity Management Overlay. Council has an obligation to uphold this agreement, and whilst it could resolve not to proceed, Council would risk damaging its relationship with the CCMA and the potential for future funding from that agency.

There is a concern that there may be a risk to Council that if it chooses not to introduce a Salinity Management Overlay, there is potential that Council could be held liable in the future if built structures such as dwellings are damaged by salinity, and it is found by a court that Council had knowledge of the land being salinity affected and didn't introduce a planning control to appropriately recognise this risk, and ensure that appropriate measures are undertaken to address the issue.

There has been an instance in a nearby municipality where residential development has been permitted in an area affected by salinity, raising questions by land owners of why they were not advised of the risk to future buildings on that land. The longer that Council is in possession of salinity mapping that sits outside of the Planning Scheme, the risk of later actions being brought against Council is increased.

As noted earlier, whilst Council could attempt to educate land owners outside of the Planning Scheme to minimise its risk, effective and on-going communication would be difficult and expensive, and there would be no statutory mechanisms to ensure appropriate development in salinity affected areas.

There is a risk of adverse reaction from the community to increased planning controls over their land.

Whilst this is understood, it is important that Council appropriately manages its risks as noted above and fulfils its responsibility as a Planning Authority.

Environmental and Climate Change Considerations

The introduction of an SMO would have positive effects on the environment by discouraging development in salinity affected areas, and encouraging the planting of vegetation and other measures associated with development applications that would aim to minimise environmental damage from salt rising to the ground surface.

There are already indications that climate change is changing ground water levels through prolonged periods of dry weather and it is unclear how this will impact on salinity of the soil in the long term if these trends continue.

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 consult, through public exhibition of the amendment. Notices were sent to affected landowners and notices were placed in local newspapers. Further site inspections and meeting with submitters were arranged with a view to ameliorating concerns from submissions. The 12 submitters will be given the further opportunity to have their issues heard and considered by an independent planning panel.

Implementation

The Minister for Planning will be requested to appoint an independent planning panel to consider submissions. All submitters will be invited to make a presentation to the Panel, and officers would present an assessment of submissions, as outlined in this report. Council will be further advised of the panel's recommendations before being asked to make a final decision on the amendment.

Dahlhaus Environmental Geology Pty Ltd will finalise the suggested changes to mapping of the overlay, and these will be presented to the panel for consideration.

Conclusion

Following the exhibition period, Amendment C67 received 12 submissions of which 5 were in support and 7 submissions disagreed with the proposed changes. Minimal mapping changes are required to respond to submitters, as recommended by Dahlhaus Environmental Geology Pty Ltd. All submissions should be referred to a Panel pursuant to Section 23 of the *Planning and Environment Act 1987*.

Attachments

1. Summary of submissions to C67 Final Confidential Version
2. Amendment C67 Exhibition Maps

Recommendation(s)

That Council:

1. ***Considers the written submissions received to Amendment C67 pursuant to section 22 of the Planning and Environment Act 1987 (the Act).***
2. ***Requests the Minister for Planning to appoint an Independent Planning Panel under Part 8 of the Act to consider all written submissions received to Amendment C67 pursuant to section 23 of the Act.***

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**GENERAL BUSINESS**

| ITEM        |                                                                                                                                                                 |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OM132301-16 | ASSEMBLY OF COUNCILLORS                                                                                                                                         |
| OM132301-17 | ITEM FOR SIGNING & SEALING - CREATION OF SEWERAGE EASEMENTS - 28-36 MAIN STREET, BIRREGURRA - 42-44 MAIN STREET, BIRREGURRA AND 30-34 JENNER STREET, BIRREGURRA |



**OM132301-16****ASSEMBLY OF COUNCILLORS**

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

**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:

- |                                     |                  |
|-------------------------------------|------------------|
| • Lake Colac Coordinating Committee | 11 December 2012 |
| • December Councillor Workshop      | 12 December 2012 |
| • Councillor Briefing Session       | 19 December 2012 |

#### **Attachments**

1. Lake Colac Coordinating Committee - 11 December 2012
2. December Councillor Workshop - 12 December 2012
3. Councillor Briefing Session - 19 December 2012

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

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

- |                                                   |                                 |
|---------------------------------------------------|---------------------------------|
| • <b><i>Lake Colac Coordinating Committee</i></b> | <b><i>11 December 2012</i></b>  |
| • <b><i>December Councillor Workshop</i></b>      | <b><i>12 December 2012</i></b>  |
| • <b><i>Councillor Briefing Session</i></b>       | <b><i>19 December 2012.</i></b> |

~~~~~\ ~~~~~

**OM132301-17 ITEM FOR SIGNING & SEALING - CREATION OF
SEWERAGE EASEMENTS - 28-36 MAIN STREET,
BIRREGURRA - 42-44 MAIN STREET, BIRREGURRA AND
30-34 JENNER STREET, BIRREGURRA**

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

Council has recently been approached by solicitors acting on behalf of Barwon Water seeking its consent to register easements in favour of their client over various Council properties. This is in connection with the Birregurra Sewerage Scheme.

The land owned by Council that will be affected is:

- ☐ 28-36 Main Street, Birregurra (C/T Vol 6701 Fol 028)
- ☐ 42-44 Main Street, Birregurra (C/T Vol 8652 Fol 259)
- ☐ 30-34 Jenner Street, Birregurra (C/T Vol 7106 Fol 186)

Each of the easements to be created is 2.0 metres in width and is for the purposes of sewerage. Granting of the easements will allow Barwon Water, or their contractors, full and free access to the servient land for the management of their existing assets. Barwon Water has agreed that in return for allowing the easements to be placed over the subject properties, it will waive the cost of connecting to the Birregurra Sewerage Scheme.

There will be no detrimental impacts as a result of Council agreeing to the creation of the easements as described.

Attachments

1. Item for Signing & Sealing – Creation of Sewerage Easements

Recommendation(s)

That Council resolves to approve the signing and sealing of the attached Creation of Easement document consenting to the creation of sewerage easements in favour of Barwon Water over:

- a. 28-36 Main Street, Birregurra (C/T Vol 6701 Fol 028)***
- b. 42-44 Main Street, Birregurra (C/T 8652 Fol 259)***
- c. 30-34 Jenner Street, Birregurra (C/T Vol 7106 Fol 186).***

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## IN COMMITTEE

### **Recommendation**

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

| <b><i>SUBJECT</i></b>                                                                                                                                         | <b><i>REASON</i></b>                                                                                                                                                                       | <b><i>SECTION OF ACT</i></b>   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Confidential Items for Consideration - Memos to Councillors - Landholder Concerns along the East Barwon River - Report Attachment and Otway Community College | this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter deals with legal advice; AND this matter may prejudice the Council or any person | Section 89 (2) (a) (d) (f) (h) |



# ORDINARY COUNCIL MEETING

## WEDNESDAY, 23 JANUARY 2013

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## **LEASE AGREEMENT**

***Colac Otway Shire***

***and***

***Colac Anglers Club Inc.***

**For: Clubrooms located at 3 Fyans St, COLAC.**



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### **Parties**

This lease is entered into and made between the following parties:-

**Colac Otway Shire** of 2-6 Rae St, COLAC, Vic, 3250 (being the Landlord)

and

**Colac Anglers Club Inc** of c/- 2 Scott St, COLAC Vic 3250 (being the lessee)

### **Definitions**

In this lease the following definitions apply:-

**"Chattels"** means an item of moveable personal property, such as furniture etc

**"Fixtures"** means any item or improvement of a temporary or semi temporary nature that is physically affixed to the building but could be removed without causing significant damage to the building. Typically a "fixture" is not considered to be a capital improvement.

**"Landlord"** means the organisation by whom the property is let under this lease.

**"Lessee"** means the organisation that agrees to let the property under the terms and conditions of this lease.

**"Rent"** means the amount required to be paid to the landlord by the Lessee to occupy the premises and used the facilities.

**"Structural defect"** means any defect in a structural element of the building that is attributable to defective design, defective or faulty workmanship, defective or deteriorated materials (or any combination of these) that prevents, or is likely to prevent, the continued practical use of the building or any part of the building, or is likely to result in physical damage or destruction of the building or any part of the building.

### **Conditions**

#### **1. Basic Obligations**

##### **The Lease**

- 1.1 The landlord leases to the Lessee the premises described in Item 1 in schedule 1 for the term stated in Item 2 of Schedule 1.

##### **Quite Enjoyment**

- 1.2 The Lessee is entitled to quiet enjoyment of the premises described in Item 1 in Schedule 1 and may occupy such premises free of interruption or interference from the landlord or anyone claiming to be or representing the landlord.
- 1.3 Notwithstanding the entitlement referred to in clause 1.2, the landlord may inspect the property at any reasonable time after making arrangements with relevant office bearer of the Lessee and urgency of the circumstances precipitating the inspection. The lessee shall not unreasonably delay such inspection.

##### **Duty to Pay Rent**

- 1.4 The Lessee must pay the landlord the rent stated in Item 5 of Schedule 1.

## **2. Other Payments**

### **Rates and Taxes**

- 2.1 The Lessee must pay all rates, levies, assessment and taxes imposed by any authority in relation to the property described in Item 1 of Schedule 1, with the exception of rates levied by the Colac Otway Shire. The tenant will however be required to pay the annual Waste Management Charge levied by the Colac Otway Shire if such charge is levied.

### **Service /Utility Charges**

- 2.2 The Lessee must pay the charges levied for all utility services used or supplied to the property.

### **Legal Costs**

- 2.3 Each party will be responsible for payment of their own costs in connection with the preparation and execution of this lease.

## **3. Comply with Laws and Severability**

- 3.1 This lease is governed by the laws of the State of Victoria.
- 3.2 The Lessee must comply, at the tenants expense, with any law, statute or other requirement that affects this lease or the tenant's occupation of the property. This includes ensuring that all employees, contractors and agents of the Lessee comply with all laws and statutes.
- 3.3 If a clause or part of a clause can be interpreted in a way that makes it illegal, unenforceable or invalid, but can also be interpreted in a way that makes it legal, enforceable and valid, it should be interpreted in the latter way. Any clause or part of a clause that is illegal, unenforceable or invalid shall be treated as being removed from this lease without affecting the rest of the lease.
- 3.4 The parties acknowledge this is not a lease governed by the Retail Leases Act 2003.

## **4. Premises**

### **Purpose, Use & Maintenance of the Premises**

- 4.1 The Lessee must use the property and premises located thereon for the purpose stated in Item 6 of Schedule 1. The property and/or premises shall not be used for any other purpose without the written consent of the landlord and any relevant permits having been obtained.
- 4.2 The buildings, fixtures and fittings located in the property shall be maintained in clean, good working order by the tenant at their own cost.
- 4.2.1 Responsibility for items of maintenance will be allocated to the parties as specified in Council's "Council Property Leasing Policy" as amended from time to time and listed as Schedule 2 of this lease. It is acknowledged maintenance responsibilities may not be limited to those items included in Schedule 2.
- 4.3 The Lessee and landlord shall inspect the property within three months of the commencement of the lease to identify any structural defects present in the building.
- 4.3.1 The Lessee acknowledges that any structural improvements made to the premises will at the expiration of the lease become the property of the Crown.
- 4.4 The Lessee shall promptly provide a written report of any defects of a structural nature to the landlord. The landlord will assess the reported defect and advise of appropriate action required and a plan of when such action will be taken. Repairs undertaken to remedy structural defects will be paid for by the landlord.

- 4.5 The Lessee will not allow advertising signs to be erected to the facade of the premises or immediate surrounds without first obtaining written permission from the landlord.
- 4.6 Where appropriate the Lessee shall ensure the floor is not overloaded by any means and shall ascertain the load limits of the floor if the current load on the floor caused by general usage is to be exceeded. The lessee will be responsible for the cost of ascertaining the load limits from a qualified structural engineer or building surveyor.
- 4.7 The Lessee shall not deface, mark or damage any wall, ceiling or internal surface without the permission of the landlord. If such permission is granted, the lessee will at their own cost repair or restore the affected surfaces and paint the said surfaces in accordance with the requirements of the landlord at the termination of the lease.
- 4.8 The Lessee shall not keep, store hazardous materials on the premises other than those reasonably required by the lessee in the course of their tenancy. Where such hazardous materials are required to be kept or stored on the premises, they shall be kept in minimal quantities and stored in a safe and inaccessible place and in accordance with the relevant storage requirements specified by the manufacturer.
- 4.9 The Lessee shall not apply for a Liquor Licence to serve alcohol on the premises without the permission of the landlord.

## **5. Liability, Indemnity & Insurance ,**

### **Exclusion of Liability**

- 5.1 The landlord is not liable for any damage or loss to any property, or injury to any person, no matter how it occurs, except to the extent that the landlord or someone acting for or on behalf of the landlord is responsible for causing such damage, loss or injury, whether by intention or negligence.

### **Indemnity**

- 5.2 The Lessee must continually indemnify the landlord against any liability, loss, damage or expense arising for any reason as a result of the tenant's occupancy of the property.
- 5.3 Such indemnity does not extend to any liability, loss, damage or expense arising for any reason as a result of actions or omissions by the landlord or someone acting for or on behalf of the landlord.

### **Insurance**

- 5.4 The Lessee must provide proof they have adequate insurance coverage for appropriate types of insurance relevant to the occupancy of the property.
- 5.5 The said buildings, fixtures and fittings shall be insured appropriately by the Lessee who shall maintain such insurance coverage at all times. Evidence of such insurance cover being current is required to be provided to the landlord.
- 5.6 The Lessee shall not do or allow anything that would or may cause insurance policies to become void.

## **6. Extension of Lease**

### **Tenant's Right for Extension**

- 6.1 The Lessee has no right to exercise an option for the term of this lease.
- 6.2 Any option specified in Item 2 of Schedule 1 will be exercised at the discretion of the landlord after consultation with the Lessee. Such option shall however not unreasonably be withheld by the landlord if the terms of this lease have been met and complied with by the Lessee.

- 6.3 Consultation regarding the exercise of an option for the term of this lease can be initiated by either party, but shall not be considered by the landlord any earlier than six months before the expiration of the current term.

**Terms Applicable to An Extension of Term**

- 6.4 The extension of term granted by exercising an option referred to in Item 2 of Schedule 1 will be limited to the period of time referred to in the aforesaid item. The terms and conditions applicable to the extension term will be the same as those applicable to the initial term of the lease.

**Occupying Property After Expiration of Lease Period**

- 6.5 If for any reason the tenant occupies the property after the expiration of the lease, (including options referred to in Item 2 of Schedule 1), the tenant will continue to occupy the property on the following basis:-
- The tenant will be considered as a yearly tenant
  - The conditions applicable to this lease shall apply to period of continued occupancy
  - Either party may terminate the tenancy by giving the other three months written notice.

**7. Termination of Lease**

**Landlord's Entitlement to Terminate Lease/Sale of Fixtures and Chattels Not Removed**

- 7.1 The landlord may terminate this lease at any time by giving the tenant thirty days notice of its intention.
- 7.2 Such notice shall only be given if any of the following occurs:-
- The Lessee has breached any obligation under this lease and fails to rectify such breach within no less than fourteen days of being requested in writing by the landlord or its agent to do so
  - The Lessee goes into liquidation, becomes bankrupt, insolvent or ceases to exist as a club.
- 7.3 The landlord may re-enter the property to the exclusion of the lessee if the lease is terminated because breaches of the lessee's obligations or solvency are not rectified as required by clause 7.2 of this lease.
- 7.4 The Landlord will provide the lessee with written notice of its intention to exercise its right of re-entry to the premises and specify when this will occur.
- 7.5 If the landlord terminates the lease or it expires and the lessee's fixtures and chattels not required by the Lessee are not removed from the premises, the landlord may remove such fixtures and chattels and cause them to be stored at the Lessee's expense without being liable for trespass, detinue, conversion or negligence.
- 7.6 If the Lessee has not claimed the fixtures and chattels from storage and paid the Landlord the cost of storage or made an arrangement within two months for the continued storage of the fixtures and chattels, the landlord may arrange for the fixtures and chattels to be sold or destroyed as the case may be
- 7.7 If the fixtures and fittings are sold, the proceeds to be applied towards payment of the landlord's costs of removal of the fixtures and fittings, transport, storage and sale. Any excess funds are to be applied towards the payment of any other debt to the landlord in the first instance with the balance remaining to be remitted to the Lessee.

**8. Lessee's Duties When Vacating Property**

- 8.1 The Lessee must ensure the property including buildings, fixtures and fittings are left in clean and operable condition (where appropriate). All rubbish and items of disused machinery, metal or any other material that is not affixed to the property is to be removed at the cost of the tenant.

- 8.2 At the expiration of the lease or any extension term granted, or upon termination of the lease for any reason, all buildings, fixtures and fittings situated on the property are forfeited by the Lessee and become the property of the landlord regardless of the fact they were provided initially by the tenant, unless the landlord determines otherwise.

**9. Assignment of Lease**

- 9.1 The lessee shall not assign the lease to another party without the written consent of the landlord and section 144 of the Property Law Act 1958 shall not apply.
- 9.2 If assignment of the lease to another party is agreed to by the landlord, the lease shall continue for the benefit of and binds the successor to the right and obligations so assigned in the lease.

**10. Breach of Lease**

- 10.1 If the Lessee breaches any obligation under this lease, the landlord may give the Lessee written notice of such breach and require the tenant to rectify the breach within a time frame the landlord considers reasonable, being not less than seven days.
- 10.2 The timeframe for rectification of breaches will as much as possible be determined in consultation with the Lessee however the landlord maintains the right to arbitrarily specify a timeframe if an agreed timeframe cannot be reached with the tenant.
- 10.3 If the Lessee fails to take remedial action within the required timeframe, the landlord may arrange for such action to be taken and the cost incurred by the landlord is to be reimbursed by the tenant.
- 10.4 Any other right of the landlord is not affected.

**11. Responsibility in Relation to Employees, Contractors etc**

- 11.1 The Lessee shall ensure that all employees, agents, contractors and all other people accessing the property do not do or fail to do anything on the premises that would, if the tenant did or failed to do such action, constitute a breach of the lease.
- 11.2 The Lessee shall ensure that all employees, agents, contractors and all other people accessing the property do not conduct any illegal activities on the property.

**12. Issue of Notices**

- 12.1 All notices issued to either party shall be posted to the address specified in Items 8 and 10 of Schedule 1 of this lease (as appropriate).
- 12.2 It is the obligation of the parties to ensure the other party is advised in writing of any change of mailing address.
- 12.3 A notice will be deemed to have been served if it has been delivered by hand and left at the current mailing address or if sent by post, after the expiration of two business days.
- 12.4 Where practicable, email advice of the posting of the notice should also be sent to the other party to make them aware the notice is being posted or delivered.
- 12.5 If preferable to either party, general correspondence other than formal notices required to be served as a consequence of clauses contained in this lease, may be sent by email.

**13. Interest on Overdue Amounts**

- 13.1 The tenant will be required to pay interest on any money that is due to the landlord but not paid by the due date. Interest will be calculated daily and compounded monthly and shall be calculated from the due date until the outstanding amount is paid in full. The rate of interest applicable shall be the penalty rate of interest applicable for the time being as set under the Penalty Interest Rates Act 1983.



- 13.2 Clause 13.1 shall not apply in relation to unpaid Waste Management Charge or any municipal rates and charges levied by the Colac Otway Shire. Interest on outstanding amounts in this instance shall be applied as prescribed by the Local Government Act 1989.

**14. Good and Services Tax (GST)**

- 14.1 If a party makes a taxable supply in connection with this lease for a consideration which represents the value of the supplied item, the party liable to pay for the taxable supply must also pay at the same time and in the same manner as the value, the amount of any GST payable in respect of that taxable supply.
- 14.2 Unless otherwise stated, the consideration payable by any party under this lease represents the value of any taxable supply for which payment is to be made.
- 14.3 A party's right to payment is subject to a valid tax invoice being issued to the party liable to pay for the taxable supply.

**Execution of Lease**

The parties having read and understood the terms and conditions of this lease agree to such terms and conditions and affix their signatures hereto:-

Dated the .....day of .....2012

The Common Seal of the Colac Otway Shire Council  
was affixed hereto in accordance with its Local Law  
No: 4

..... Chief Executive Officer

Signed for and on behalf of the Colac Anglers Club Inc by:-

..... (Signature)

Name : .....

Address: .....

## Schedule 1

| Item No. | Type of Item                                                         | Details                                                                                                                                                                                                                                              |
|----------|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1        | <b>Property</b><br>(refer to clause 1.1)                             | The property is addressed as 3 Fyans Street, COLAC and is located on the Lake Colac Foreshore.<br><br>It is described as being part of Crown Allotment 25, Parish of Colac                                                                           |
| 2        | <b>Term of Lease</b><br>(refer to clause 1.1)                        | Five (5) years                                                                                                                                                                                                                                       |
| 3        | <b>Commencement Date of Lease</b>                                    | 1 <sup>st</sup> July 2012                                                                                                                                                                                                                            |
| 4        | <b>Expiry Date of Lease</b>                                          | 30 <sup>th</sup> June 2017                                                                                                                                                                                                                           |
| 5        | <b>Rent Payable</b><br>(refer to clause 1.4)                         | \$735.00 (Including GST) for 2012-13<br>\$765.00 (Including GST) for 2013-14<br>\$795.00 (Including GST) for 2014-15<br>\$825.00 (Including GST) for 2015-16<br>\$855.00 (Including GST) for 2016-17<br><br>Rent is payable in advance as invoiced . |
| 6        | <b>Use of Property</b><br>(refer to clause 4.1)                      | The property is to be used as a clubrooms for social gatherings & storage of club equipment.                                                                                                                                                         |
| 7        | <b>Landlord</b>                                                      | Colac Otway Shire acting as Committee of Management for the Department of Sustainability & Environment.                                                                                                                                              |
| 8        | <b>Address of Landlord</b>                                           | PO Box 286, COLAC Vic 3250<br><br>Office located at 2-6 Rae St, COLAC Vic 3250                                                                                                                                                                       |
| 9        | <b>Lessee</b>                                                        | Colac Anglers Club Inc.                                                                                                                                                                                                                              |
| 10       | <b>Address of Lessee</b>                                             | c/- 2 Scott St, COLAC Vic 3250                                                                                                                                                                                                                       |
| 11       | <b>Maintenance Responsibility</b><br>(refer to clause 4.2)           | The Lessee is responsible for maintaining:-<br>- all buildings, fixture and fittings located on the property and<br>- the immediate physical surrounds of the subject property.                                                                      |
| 12       | <b>Responsibility for Rates and Charges</b><br>(refer to clause 2.1) | The lessee is responsible for payment of :-<br>- Waste Management Charge levied by Colac Otway Shire<br>- any taxes, charges or rates levied by other authorities.                                                                                   |

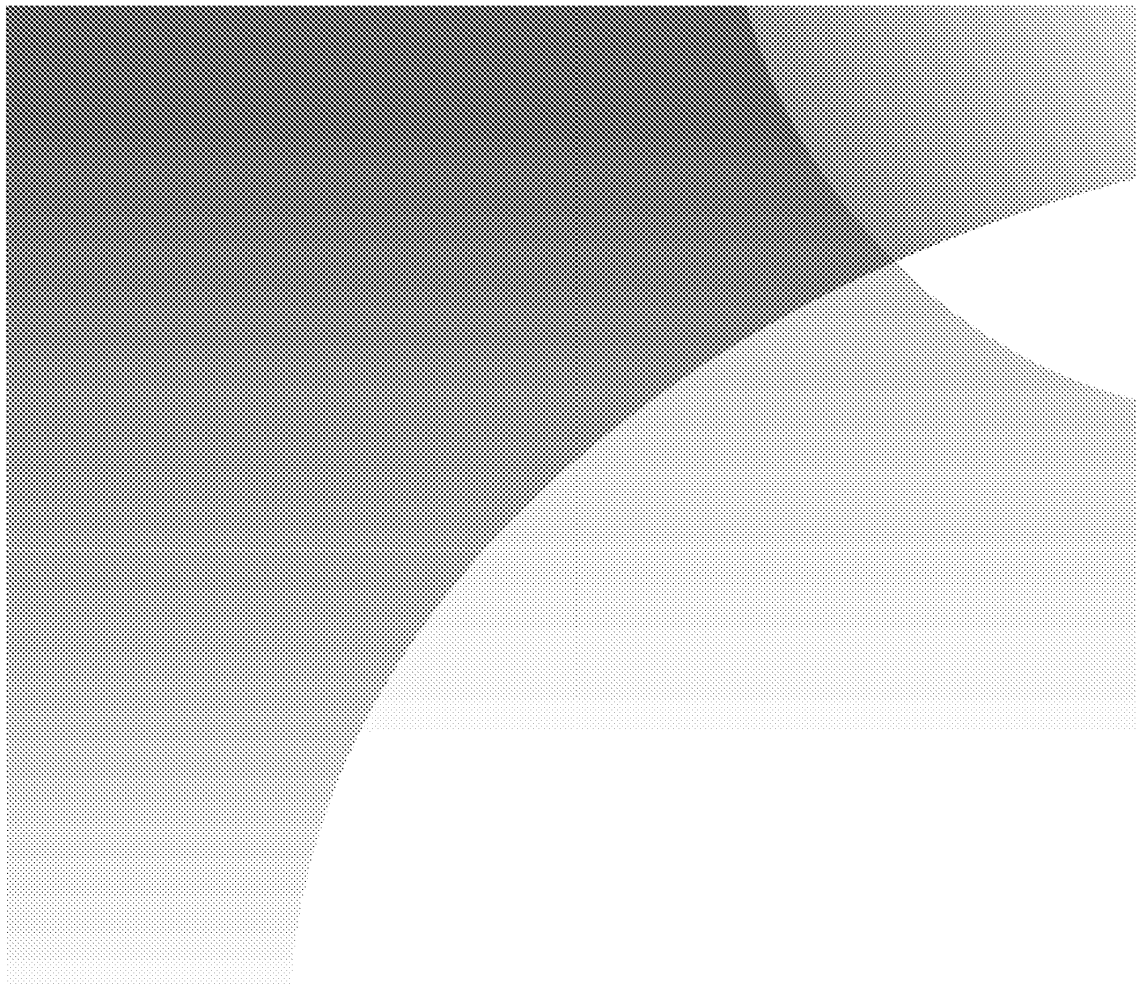
## Schedule 2

| Item                                            | Occupier's Responsibility                                                                                                                                                                                                                                                                            | Council's Responsibility                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Air Conditioning and Heating Appliances</b>  | <ul style="list-style-type: none"> <li>Service and repair when required</li> </ul>                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Replacement of unit and any major parts</li> </ul>                                                                                                                                                                                                                                                                                                                          |
| <b>Building</b>                                 | <ul style="list-style-type: none"> <li>Determine and document the specific needs of the building relating to any requests to Council for building alterations.</li> <li>Prepare plans and obtain quotes for requests for minor improvements.</li> </ul>                                              | <ul style="list-style-type: none"> <li>Assess all requests submitted.</li> <li>Undertake works required to bring premises and surrounds to appropriate standards to meet the required regulations. This excludes items identified as the lessee's responsibility in this document.</li> <li>Preparation of long-term development plans, design of major building alterations or major structural works.</li> </ul> |
| Item                                            | Occupier's Responsibility                                                                                                                                                                                                                                                                            | Council's Responsibility                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Cleaning</b>                                 | <ul style="list-style-type: none"> <li>Keep premises in clean, sanitary and fresh condition.</li> </ul>                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                                              |
| <b>Ceilings, Walls and Skylights (internal)</b> | <ul style="list-style-type: none"> <li>Cost of repairs due to major or continual misuse.</li> <li>Regular cleaning</li> </ul>                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Major repair and/or replacement due to structural faults/age.</li> </ul>                                                                                                                                                                                                                                                                                                    |
| <b>Curtains/Drapes/Blinds</b>                   | <ul style="list-style-type: none"> <li>Repairs costs.</li> <li>Replacement costs.</li> <li>Supervision of installation of replacement items.</li> <li>Regular cleaning.</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                                              |
| <b>Doors (Inc. cupboard doors)</b>              | <ul style="list-style-type: none"> <li>Regular cleaning and repair of internal/external doors due to major or continual misuse.</li> <li>Minor adjustments.</li> </ul>                                                                                                                               | <ul style="list-style-type: none"> <li>Replacement due to age, structural fault.</li> </ul>                                                                                                                                                                                                                                                                                                                        |
| <b>Electrical Wiring, Fittings and Lights</b>   | <ul style="list-style-type: none"> <li>Additional or security lighting.</li> <li>Cost of repair and replacement of electrical wiring if damage is due to major or continual misuse.</li> <li>Repair and replacement of all light globes.</li> <li>Regular cleaning of all light fixtures.</li> </ul> | <ul style="list-style-type: none"> <li>Replacement of all building wiring from main supply to and including the switchboard.</li> <li>Replacement of light fittings.</li> </ul>                                                                                                                                                                                                                                    |
| <b>Fire Extinguishers</b>                       | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Service/annual inspection and maintenance charge.</li> <li>Fill when discharged and replace if stolen.</li> </ul>                                                                                                                                                                                                                                                           |

|                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Floor Surfaces and Coverings</b>                                | <ul style="list-style-type: none"> <li>• All regular cleaning and maintenance of floor coverings such as carpet and tiles.</li> </ul>                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Replace to essential areas when excessively worn or dangerous.</li> </ul>                                                                                                                                                                                                                                                                                    |
| <b>Fly Screens</b>                                                 | <ul style="list-style-type: none"> <li>• Maintain and replace fly wire.</li> <li>• Install additional fly screens</li> </ul>                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                               |
| <b>Garbage</b>                                                     | <ul style="list-style-type: none"> <li>• Normal fee for service waste collection</li> </ul>                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                               |
| <b>Glass</b>                                                       | <ul style="list-style-type: none"> <li>• Replace broken or cracked windows arising from misuse.</li> <li>• Regular cleaning</li> </ul>                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Replace due to breakage arising from structural fault, age.</li> </ul>                                                                                                                                                                                                                                                                                       |
| <b>Grounds</b>                                                     | <ul style="list-style-type: none"> <li>• Keep all entry/exit areas clear and sweep regularly.</li> <li>• Maintain all grounds associated with building by cutting the grass, minor pruning, replacing trees, bushes and flowers if required.</li> <li>• Repair fences.</li> <li>• Remove dead foliage.</li> <li>• Seek Council approval for any modification to the grounds.</li> <li>• Maintenance of garden beds.</li> </ul> | <ul style="list-style-type: none"> <li>• Repair paths, driveways etc.</li> <li>• Replacement of essential pavement, driveway and carpark areas; retaining walls and ramps.</li> <li>• Replacement of essential/required fences.</li> <li>• Structural repairs or capital works re. fences.</li> <li>• Trees lopped/pruned to meet security/safety requirements where considered dangerous.</li> </ul> |
| <b>Item</b>                                                        | <b>Occupier's Responsibility</b>                                                                                                                                                                                                                                                                                                                                                                                               | <b>Council's Responsibility</b>                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                    | <ul style="list-style-type: none"> <li>• Maintenance of garden hoses and sprinklers etc.</li> <li>• Cleaning and weeding of pavement and driveway areas</li> </ul>                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Emergency Lights and Exit Signs</b>                             | <ul style="list-style-type: none"> <li>• Notification to Council of maintenance issues.</li> </ul>                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Inspection and replacement of globes.</li> <li>• Replacement of fittings.</li> </ul>                                                                                                                                                                                                                                                                         |
| <b>Internal Appliances eg. Fans, Kettles, Food Processors etc.</b> | <ul style="list-style-type: none"> <li>• Replacement as required of minor kitchen appliances.</li> </ul>                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                               |
| <b>Vandalism</b>                                                   | <ul style="list-style-type: none"> <li>• Less than \$1000 (subject to change based on claims history)</li> </ul>                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• More than \$1000 (subject to change based on claims history)</li> </ul>                                                                                                                                                                                                                                                                                      |
| <b>Keys and Locks</b>                                              | <ul style="list-style-type: none"> <li>• Repair and replacement of locks if damaged through major or continued misuse.</li> </ul>                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Replacement of lost or damaged keys as applies to Council's master key system.</li> <li>• Supply of keys for user groups.</li> <li>• Repair and replacement of locks as applies to Council's master key system.</li> </ul>                                                                                                                                   |
| <b>Painting</b>                                                    | <ul style="list-style-type: none"> <li>• Internal painting if damaged through major or continued misuse or colour scheme changes etc.</li> </ul>                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Internal and external for structural integrity reasons.</li> </ul>                                                                                                                                                                                                                                                                                           |
| <b>Permanent Fixtures</b>                                          | <ul style="list-style-type: none"> <li>• Regular cleaning of all fixtures.</li> <li>• Repair and/or replace if damaged through major or continual misuse.</li> </ul>                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Replace when required the following items: <ul style="list-style-type: none"> <li>- hot water service</li> <li>- sinks and toilets</li> <li>- verandas attached to the building.</li> </ul> </li> </ul>                                                                                                                                                      |
| <b>Pest Control</b>                                                | <ul style="list-style-type: none"> <li>• Keep all areas in a clean and hygienic state.</li> <li>• All pest control as required</li> </ul>                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Pest control relating to structural items (eg. woodborer and termites).</li> </ul>                                                                                                                                                                                                                                                                           |

|                                                                          |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                          | both internal and external.                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                         |
| <b>Plumbing</b>                                                          | <ul style="list-style-type: none"> <li>• Cost of internal repair due to major or continued misuse.</li> <li>• Replacement and repair of internal surface plumbing fittings such as toilet seats, taps and washers etc.</li> </ul> | <ul style="list-style-type: none"> <li>• Replacement of damaged or corroded plumbing fittings, toilet bowls and cisterns.</li> <li>• Repairs or works required for drainage purposes, including sewerage, drains, water pipes and pits.</li> <li>• Replacement of gas pipes.</li> <li>• Structural repairs or capital works.</li> </ul> |
| <b>Roof, Skylight, External Walls, Spouting and Downpipes</b>            | <ul style="list-style-type: none"> <li>• Cleaning of roof, external walls, spouting, downpipes and guttering.</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>• All maintenance and repair of the structure of the premises as required.</li> </ul>                                                                                                                                                                                                            |
| <b>Signage</b>                                                           | <ul style="list-style-type: none"> <li>• Maintain and replace all internal/external signs relating to the committee.</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>• Identification signage to be provided by Council where required.</li> </ul>                                                                                                                                                                                                                    |
| <b>Smoke Detectors</b>                                                   | <ul style="list-style-type: none"> <li>• Install, repair and replacement of battery operated smoke detectors. Includes battery replacement as required.</li> </ul>                                                                | <ul style="list-style-type: none"> <li>• Installation and maintenance of hard wire system where required.</li> </ul>                                                                                                                                                                                                                    |
| <b>Telecommunication Systems (eg. fax, photocopiers, telephones etc)</b> | <ul style="list-style-type: none"> <li>• Purchase, service and maintenance cost.</li> <li>• Replacement costs.</li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>• Nil</li> </ul>                                                                                                                                                                                                                                                                                 |
| <b>Whitegoods (eg refrigerator, dishwasher etc)</b>                      | <ul style="list-style-type: none"> <li>• Service and maintenance costs.</li> <li>• Replacement costs.</li> </ul>                                                                                                                  | <ul style="list-style-type: none"> <li>• Nil</li> </ul>                                                                                                                                                                                                                                                                                 |





## *Quarterly Council Plan Progress Report*

*Period:* 01/10/12 - 31/12/12

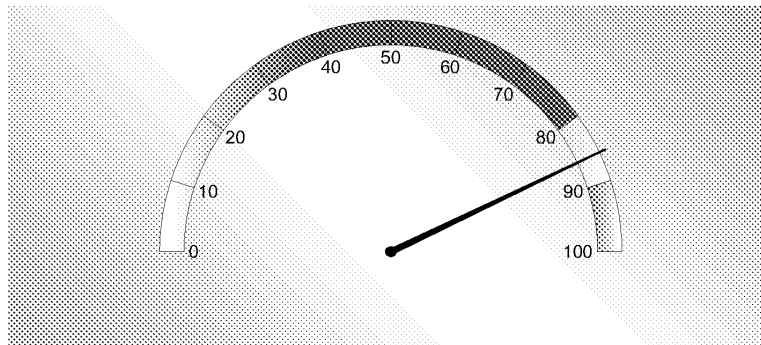




Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

Quarterly Progress against Council Plan Actions



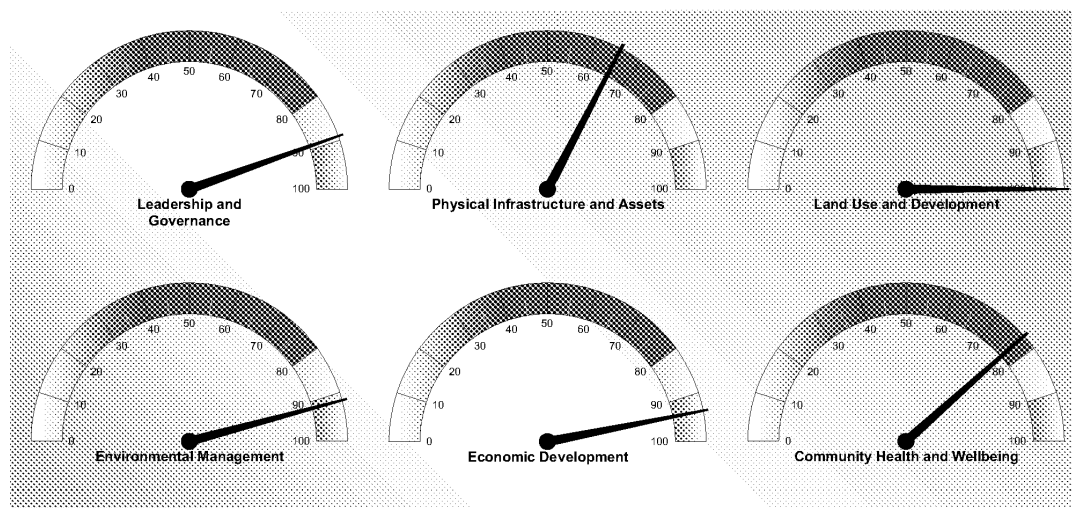
Description

Indicator

- 116 Council Plan Actions reported on
- 91 Council Plan Actions at least 90% of target
- 1 Council Plan Actions between 70% and 90% of target
- 24 Council Plan Actions less than 70% of target
- 0 Council Plan Actions with no target set & ongoing



Overall Progress against Key Result Areas in Council Plan



| KEY RESULT AREA                       | NO. OF COUNCIL PLAN ACTIONS REPORTED | NO. OF ACTIONS AT LEAST 90% OF TARGET | NO. OF ACTIONS BETWEEN 70 & 90% OF TARGET | NO. OF ACTIONS LESS THAN 70% OF TARGET | NUMBER OF ONGOING ACTIONS | ACTIONS WITH NO TARGET |
|---------------------------------------|--------------------------------------|---------------------------------------|-------------------------------------------|----------------------------------------|---------------------------|------------------------|
| 1. Leadership and Governance          | 27                                   | 21                                    | 0                                         | 6                                      | 0                         | 0                      |
| 2. Physical Infrastructure and Assets | 19                                   | 11                                    | 0                                         | 8                                      | 0                         | 0                      |
| 3. Land Use and Development           | 17                                   | 17                                    | 0                                         | 0                                      | 0                         | 0                      |
| 4. Environmental Management           | 18                                   | 15                                    | 1                                         | 2                                      | 0                         | 0                      |
| 5. Economic Development               | 16                                   | 15                                    | 0                                         | 1                                      | 0                         | 0                      |
| 6. Community Health and Wellbeing     | 19                                   | 12                                    | 0                                         | 7                                      | 0                         | 0                      |

December 20, 2012



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## Top 12 Council Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved






At least 90% of Action target achieved

| ACTION                                                                                                                                                                                                                                      | EXECUTIVE COMMENTS                                                                                                                                                                                                                                              | BUSINESS UNIT                                  | COMP DATE  | PROGRESS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------|----------|
| <b>Key Result Area:</b> 1 Leadership and Governance                                                                                                                                                                                         |                                                                                                                                                                                                                                                                 |                                                |            |          |
| <b>Council Plan Objective:</b> 1.1 Fulfil leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations. |                                                                                                                                                                                                                                                                 |                                                |            |          |
| <b>Council Plan Strategy:</b> 1.1.3 Provide responsible financial management.                                                                                                                                                               |                                                                                                                                                                                                                                                                 |                                                |            |          |
| 1.1.3.4 Review the ten year financial plan on an annual basis and ensure that it is integrated with Council's Asset Management Strategy.                                                                                                    | Timelines for the development of the next updated 10 year plan have been developed.                                                                                                                                                                             | Corporate & Community Services GM's Office     | 30/06/2013 |          |
| <b>Council Plan Strategy:</b> 1.1.10 Meet our statutory obligations for community safety, security and responses to emergency situations.                                                                                                   |                                                                                                                                                                                                                                                                 |                                                |            |          |
| 1.1.10.1 Undertake an annual review of the Municipal Emergency Management Plan (MEMP) from a Shire perspective and implement awareness training and readiness programs for community and staff.                                             | Municipal Emergency Management Plan reviewed and adopted by Council.                                                                                                                                                                                            | Sustainable Planning & Development GM's Office | 30/06/2013 |          |
| <b>Key Result Area:</b> 2 Physical Infrastructure and Assets                                                                                                                                                                                |                                                                                                                                                                                                                                                                 |                                                |            |          |
| <b>Council Plan Objective:</b> 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.                                                                                     |                                                                                                                                                                                                                                                                 |                                                |            |          |
| <b>Council Plan Strategy:</b> 2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.                                                                                          |                                                                                                                                                                                                                                                                 |                                                |            |          |
| 2.1.1.3 Review and implement Asset Management Plans to ensure that the level of funding for asset renewal, maintenance and upgrade meets the community's expectations.                                                                      | Asset Management Plan for Buildings to be finalised during 2012/13. Building Management staff have recently completed training in long term planning for facility assets. Learnings from this will be used in structuring Council's data collection frameworks. | Sustainable Assets                             | 30/06/2013 |          |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities.                                                                                                                                         | A 10 year capital works program structure has been developed with projects added for prioritisation each year.                                                                                                                                                  | Capital Works                                  | 30/06/2013 |          |
| <b>Key Result Area:</b> 3 Land Use and Development                                                                                                                                                                                          |                                                                                                                                                                                                                                                                 |                                                |            |          |
| <b>Council Plan Objective:</b> 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future |                                                                                                                                                                                                                                                                 |                                                |            |          |
| <b>Council Plan Strategy:</b> 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community.                                                                                    |                                                                                                                                                                                                                                                                 |                                                |            |          |




**Colac Otway Shire Council**

**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                                       | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | BUSINESS UNIT                  | COMP DATE  | PROGRESS                                                                              |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------|---------------------------------------------------------------------------------------|
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings.           | The Rural Living Strategy was finalised and adopted by Council in December 2011. The planning scheme amendment (C69) which implements the Strategy's recommendations was placed on exhibition early in 2012. An independent Panel heard submissions at a hearing from 9-11 October 2012, and has released its report supporting the amendment subject to minor changes. A workshop has been held with Council in December to explain the Panel's findings, and it is intended to seek adoption of the amendment at the January 2013 meeting. | Planning & Building Services   | 30/06/2013 |    |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay. | The Colac and Apollo Bay Car Parking Strategy was finalised and adopted by Council in December 2011. A planning scheme amendment to implement its findings has been prepared in advance of a Councillor workshop in January 2013, followed by public exhibition (subject to authorisation from the Planning Minister).                                                                                                                                                                                                                       | Planning & Building Services   | 30/06/2013 |    |
| <b>Key Result Area:</b>                                                    | 4 Environmental Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                |            |                                                                                       |
| <b>Council Plan Objective:</b>                                             | 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.                                                                                                                                                                                                                                                                                                                                                                                    |                                |            |                                                                                       |
| <b>Council Plan Strategy:</b>                                              | 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities.                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |            |                                                                                       |
| 4.1.1.2 Implementation of the Environment Strategy.                        | The Environment Strategy continues to be implemented via the completion of the actions set out in the associated action plan. Recent actions include weed control at Deep Dean Reserve. Work has commenced on developing the 2013-2015 Environment Action Plan.                                                                                                                                                                                                                                                                              | Environment & Community Safety | 30/06/2013 |  |
| <b>Council Plan Strategy:</b>                                              | 4.1.5 Promote environmental values in the broader community and work with other stakeholders on managing large scale issues in accordance with the process identified in the Environment Strategy 2010-2018.                                                                                                                                                                                                                                                                                                                                 |                                |            |                                                                                       |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| OBJECT                                                                                                                                                                                                 | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | BUSINESS UNIT                  | COMP DATE  | PROGRESS                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------|---------------------------------------------------------------------------------------|
| 4.1.5.4 Encourage energy efficiency including the use of renewable and alternative energy sources.                                                                                                     | Council has engaged a consultant to help develop a carbon neutral plan to determine an approach to becoming carbon neutral by 2016. The plan will be presented to Council in March 2013. Council is also undertaking a street light change over that will reduce the energy use of street lights by between 60 and 70 percent. A report will be sent to Council in January 2013 seeking Council support for the program. Investigations have been undertaken into the installation of a 30kw Solar array on the Rae Street Office. The findings of this investigation have found that it would cost approximately \$45,000 and have a pay back period of eight years. A business case will be developed to try to get funding for this project in the 2013-2014 period. | Environment & Community Safety | 30/06/2013 |    |
| <b>Key Result Area:</b> 5 Economic Development                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |            |                                                                                       |
| <b>Council Plan Objective:</b> 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |            |                                                                                       |
| <b>Council Plan Strategy:</b> 5.1.3 Support local business to develop and succeed.                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |            |                                                                                       |
| 5.1.3.5 Enhance Colac's regional service centre status through the development of a Marketing strategy.                                                                                                | A new Colac brand has been adopted by Council. A brand implementation strategy has been developed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Economic Development           | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |            |                                                                                       |
| 5.1.5.4 Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism.                       | Facilitated a brand review for Otways Tourism refreshing the brand by removing the 'fern' from the 'O' in Otways. Otways Tourism now an advisory Committee of Council and held two meetings. Held regular performance and service planning catchups with Visitor Information Centre Coordinators and Tourism Development Officer.                                                                                                                                                                                                                                                                                                                                                                                                                                       | Economic Development           | 30/06/2013 |  |
| <b>Key Result Area:</b> 6 Community Health and Wellbeing                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |            |                                                                                       |

Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| INITIAL                                                                                                                                                                                                                                                                                            | PERFORMING COMMITMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | INITIATED DATE                | COMPLETION DATE | PROGRESS                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|-------------------------------------------------------------------------------------|
| <b>Council Plan Objective:</b>                                                                                                                                                                                                                                                                     | 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |                 |                                                                                     |
| <b>Council Plan Strategy:</b>                                                                                                                                                                                                                                                                      | 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                               |                 |                                                                                     |
| 6.1.1.18 Continue in partnership with the Colac Community and project stakeholders to plan and develop the Beechy Precinct in accordance with Council approvals and review Council's continued involvement in the Beechy Precinct in respect of all elements that still require Council approvals. | The Central Reserve Oval Redevelopment is almost complete, with the maintenance period now being carried out by the contractor. Council is waiting on advice on the funding application to the State Government for the community sports field at the Colac Secondary College.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Recreation, Arts and Culture  | 30/06/2013      |  |
| <b>Council Plan Strategy:</b>                                                                                                                                                                                                                                                                      | 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                               |                 |                                                                                     |
| 6.1.3.15 Implement and promote the Municipal Public Health Plan.                                                                                                                                                                                                                                   | During this quarter we have continued to work with Glastonbury on kindergarten support strategies, including Cluster Management; we remain involved in the community meetings of Our Kids Need You and are working on a number of strategies for accessibility (eg. Active Transport, G21 Transport Pillar). We have been meeting with Corangamite and Surf Coast shires to develop a partnership around relief and recovery planning, training and activation. Priority has been provided to develop registers and processes for supporting vulnerable people during bushfire emergencies. Communities of Practice meetings have been held with emergency response agencies to broaden our approaches to developing community resilience. Planning for our Health and Wellbeing Plan has commenced with G21 and will be finalised by August 2013. | Health and Community Services | 30/06/2013      |  |

## Council Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved






At least 90% of Action target achieved

| ACTION                                                                                                                                                                                                                                      | EXECUTIVE COMMENTS                                                                                                                                                               | BUSINESS UNIT                              | COMP DATE  | PROGRESS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------|----------|
| <b>Key Result Area:</b> 1 Leadership and Governance                                                                                                                                                                                         |                                                                                                                                                                                  |                                            |            |          |
| <b>Council Plan Objective:</b> 1.1 Fulfil leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations. |                                                                                                                                                                                  |                                            |            |          |
| <b>Council Plan Strategy:</b> 1.1.1 Lead the community in responding to the current and long term sustainability challenges facing the municipality.                                                                                        |                                                                                                                                                                                  |                                            |            |          |
| 1.1.1.2 Review and where possible, simplify Council's Local Laws.                                                                                                                                                                           | The review of Local Laws continues to progress. To be completed in 2013.                                                                                                         | Corporate & Community Services GM's Office | 30/06/2013 |          |
| 1.1.1.3 Review of Council's Policies.                                                                                                                                                                                                       | A memo has been forwarded to managers with respect to a review of applicable policies. A report will be prepared for Council in March/April 2013.                                | Corporate & Community Services GM's Office | 30/06/2013 |          |
| <b>Council Plan Strategy:</b> 1.1.2 Improve community engagement to ensure open, accessible, transparent planning and decision making.                                                                                                      |                                                                                                                                                                                  |                                            |            |          |
| 1.1.2.3 Conduct community forums throughout the Shire.                                                                                                                                                                                      | Meetings held regularly over specific issues and on generic issues as well.                                                                                                      | Chief Executive Office                     | 30/06/2013 |          |
| <b>Council Plan Strategy:</b> 1.1.3 Provide responsible financial management.                                                                                                                                                               |                                                                                                                                                                                  |                                            |            |          |
| 1.1.3.1 Facilitate a strategic and integrated approach for grants applications to reduce Council's matching contribution from other than rate revenue.                                                                                      | New monthly catch ups with Department of Planning and Community Development Officer to ensure Council and community priorities are given the best opportunity for grant success. | Economic Development                       | 30/06/2013 |          |
| 1.1.3.1 Support the Audit Committee and maintain an internal audit program ensuring an Audit Plan is developed and implemented annually based on the outcomes of the Risk Profiling project.                                                | The audit plan for the 2012-2015 period has been developed in conjunction with the external audit contractor and two audits have commenced.                                      | Finance & Customer Service                 | 30/06/2013 |          |
| 1.1.3.4 Review the ten year financial plan on an annual basis and ensure that it is integrated with Council's Asset Management Strategy.                                                                                                    | Timelines for the development of the next updated 10 year plan have been developed.                                                                                              | Corporate & Community Services GM's Office | 30/06/2013 |          |




Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                       | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                 | BUSINESS UNIT              | COMP. DATE | PROGRESS                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------|---------------------------------------------------------------------------------------|
| 1.1.3.6 Ensure Council's asset and financial systems meet the National Financial Reporting Framework standards required by the Federal Government by June 2013.            | System implementation discussions are currently being undertaken with a view meeting the basic standards required by the National Framework. The National Financial Reporting Framework standards will be not be met within the current goal of June 2013.                                                                                                           | Finance & Customer Service | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 1.1.4 Continuously improve the services directly provided by Council.                                                                        |                                                                                                                                                                                                                                                                                                                                                                      |                            |            |                                                                                       |
| 1.1.4.1 Improve Council's Customer Service capability to increase customer satisfaction.                                                                                   | The replacement of Council's telephony systems has increased the capability of officers to provide a more directed and responsive service to those that interact with Council. Further, Council has continued its commitment to auditing Council's customer service performance and continues to seek opportunities to improve the quality of the services provided. | Finance & Customer Service | 30/06/2013 |    |
| 1.1.4.2 Actively promote the delivery of responsive customer service across the organisation.                                                                              | Following on from the re-branding activity performed in the previous quarter the Customer Service team have undertaken workshops with Council service units to address the results of the previous Customer Service Benchmarking Survey with a view to improving the quality of the service provided to our community.                                               | Finance & Customer Service | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 1.1.5 Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government. |                                                                                                                                                                                                                                                                                                                                                                      |                            |            |                                                                                       |

**Colac Otway Shire Council**






**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                                                                              | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | BUSINESS UNIT                         | COMP. DATE | PROGRESS                                                                            |
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| 1.1.5.1 Advocate and influence the development of water authorities' water supply demand policies and strategies. | Officers have met on a number of occasions. A letter has been sent to the minister from Barwon Water advising that the original sewer project cannot be progressed and that funding be transferred to Council for a number of Projects such as Education and Auditing of Septic tanks. A small working group has been formed and a joint letter from Council and Barwon Water has been sent to residents in Wye River and Separation Creek outlining the status and issues to be managed. Included is also educational material about the correct use and operation of septic tanks and contact details for further information. Officers are also preparing an application for funding of an education officer and someone to Audit the existing septic tanks, to determine their type, location and operational issues. It is proposed that an educational officer be appointed early in 2013 (funded by the Department of Sustainability and Environment) to assist with the implication of this project. | Infrastructure & Services GM's Office | 30/06/2013 |  |



**Colac Otway Shire Council**





**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                                                                                                                                                                  | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                  | BUSINESS UNIT                                            | COMP. DATE | PROGRESS                                                                              |
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| 1.1.5.1 Advocate for appropriate fire prevention activities in the Great Otway National park and other public land.                                                                                   | Meeting conducted with Fire Services Commissioner in relation to Neighbourhood Safer Places and the future direction of Community Fire Refuges. These may include a focus on establishment of joint facilities adjacent to State operated emergency services such as the Country Fire Authority, State Emergency Services etc. Work continues through the Municipal Emergency Management Committee and the Vice Chair of the Regional Emergency Management Committee. | Sustainable Planning & Development<br>GM's Office        | 30/06/2013 |    |
| 1.1.5.2 Advocate for increased State Government recognition and funding as compensation for the Shire's larger than average area of non-rateable land. Actively support Australian Rural Roads Group. | Regular representations made.                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chief Executive Office                                   | 30/06/2013 |    |
| 1.1.5.3 Advocate for appropriate State and Federal Government funding for community priorities.                                                                                                       | Regular representations made at State and Federal levels, both as a Council and through G21 and Great South Coast lobbying processes.                                                                                                                                                                                                                                                                                                                                 | Chief Executive Office                                   | 30/06/2013 |  |
| 1.1.5.4 Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives.                                                                           | Active and effective participation in both forums.                                                                                                                                                                                                                                                                                                                                                                                                                    | Chief Executive Office                                   | 30/06/2013 |  |
| <b>Council Plan Strategy:</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1.1.6 Attract and retain quality staff.                  |            |                                                                                       |
| 1.1.6.5 Work in partnership with local and industry groups on employment branding initiatives that enhance the profile and appeal of local government as an "employer of choice".                     | Currently developing an information kit to be distributed to Careers Advisors at local schools to promote the range of careers available in local government.                                                                                                                                                                                                                                                                                                         | Organisational Support and Development                   | 30/06/2013 |  |
| <b>Council Plan Strategy:</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1.1.7 Provide a fair, safe and healthy work environment. |            |                                                                                       |








Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                        | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | BUSINESS UNIT                          | COMP. DATE | PROGRESS                                                                              |
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| 1.1.7.4 Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations. | At the SafetyMap Audit conducted 12-14 November, eight observations from the previous visit were closed. Seven remain open; with the reason for a number of these being that the Auditor did not visit the relevant sites and could not observe the rectification works that had been carried out. Three new observations were raised and four Correction Actions required (CAR). Rectification works have commenced on all issues raised and an action plan identifying the treatments for the CAR's and observations is under development to ensure these are addressed prior to recertification in July 2013. The LMI Audit review has been rescheduled to February 2013 and the JMAPP audit tentatively scheduled for April 2013. | Organisational Support and Development | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 1.1.8 Continuously improve operational systems, processes and minimise risk.                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        |            |                                                                                       |
| 1.1.8.2 Develop and implement Council's Information Services disaster recovery environment.                                                                 | The implementation of the new Storage Area Network equipment has provided a very robust disaster recovery capability. The capability is now fully implemented, a range of testing has been conducted with more planned for early 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Information Services                   | 30/06/2013 |  |
| 1.1.8.2 Seek opportunities for sharing of resources and expertise across the region.                                                                        | Active and effective participation in both G21 and Great South Coast forums.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Chief Executive Office                 | 30/06/2013 |  |
| 1.1.8.3 Implement Council's Information Communication Technology strategic plan.                                                                            | Action items from the strategy that were approved for implementation this financial year have been built into the Information Services Unit work plan. The work plan, a 12 month program, is on track and expected to be finalised in June 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Information Services                   | 30/06/2013 |  |



**Colac Otway Shire Council**

**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                                                                                                                                                              | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | BUSINESS UNIT                                  | COMP. DATE | PROGRESS                                                                              |
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| 1.1.8.3 Review and update Council's Risk Management Policy and Procedures Manual including compliance audits.                                                                                     | Revised Terms of Reference developed for Risk Management Committee. Minutes were approved by the Committee and the Executive.                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Organisational Support and Development         | 30/06/2013 |    |
| 1.1.8.5 Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk.                                | Project Team off-line for the week 22-26 October 2012 to fast track the completion of Stage 2. Considered a very successful five days. Early completion of Stage 2 will allow a longer period for Stage 3, which will now include a pilot project. The committee expressed concern about the timelines for introduction of the Outline Business Case (OBC). The OBC flowchart is completed. It has been refined and forms part of the OBC. Issue raised re the inclusion of the Human Rights Charter as part of the OBC. It was agreed that OSIC is not the place to review project briefs. | Organisational Support and Development         | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 1.1.9 Communicate regularly, effectively and honestly with the community                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                |            |                                                                                       |
| 1.1.9.5 Provide relevant, timely and accurate information to the community using print, radio and web media, as well as non-media channels such as newsletters and the Colac Otway Shire website. | Ongoing and outstanding media communications achieved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Chief Executive Office                         | 30/06/2013 |  |
| 1.1.9.6 Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information.                               | Staff establishment has been reconfigured within the Executive department to place more emphasis on this activity. Improvements will be evident in the next quarter.                                                                                                                                                                                                                                                                                                                                                                                                                        | Chief Executive Office                         | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 1.1.10 Meet our statutory obligations for community safety, security and responses to emergency situations.                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                |            |                                                                                       |
| 1.1.10.1 Undertake an annual review of the Municipal Emergency Management Plan (MEMP) from a Shire perspective and implement awareness training and readiness programs for community and staff.   | Municipal Emergency Management Plan reviewed and adopted by Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Sustainable Planning & Development GM's Office | 30/06/2013 |  |


**Colac Otway Shire Council**

**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                    | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                            | BUSINESS UNIT                  | COMP. DATE | PROGRESS                                                                            |
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| 1.1.10.6 Implement the Domestic Animal Management Plan. | The Domestic Animal Management Plan is being implemented in a timely and professional manner. Work has commenced on reviewing and updating the Plan which, when completed, must be submitted to the Department of Primary Industries by June 2013.                                                                                                                              | Environment & Community Safety | 30/06/2013 |  |
| 1.1.10.7 Implement the Municipal Fire Prevention Plan.  | Works are being undertaken by Council in accordance with the Municipal Fire Management Plan. These works include undertaking the fire prevention inspection process and issuing burn permits. The actions being undertaken by other agencies will be monitored through reports being provided against a work plan at each Municipal Fire Management Planning Committee meeting. | Environment & Community Safety | 30/06/2013 |  |




Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                            | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | BUSINESS UNIT                  | COMP. DATE | PROGRESS                                                                            |
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| 1.1.10.8 Establish integrated fire management practices and endorse Township Protection Plans and Neighbourhood Safer Places where appropriate. | A Council Report was submitted to the Special Council Meeting in September 2012 recommending that the Neighbourhood Safer Places at Forrest, Carlisle River and Barwon Downs not proceed due to the costs exceeding the State Government funding available. A meeting was held with the Fires Services Commissioner on 12 November 2012 to discuss this matter and it was agreed that because it is not feasible to establish Neighbourhood Safer Places in the highest risk towns in Colac Otway Shire that the highest risk towns need to be re-examined to determine what other measures should be taken to try to address their fire risk. Investigations are continuing into establishing a Neighbourhood Safer Place at Apollo Bay and Gellibrand. It is hoped that the Neighbourhood Safer Place at Apollo Bay will be established during the current Fire Danger Period. | Environment & Community Safety | 30/06/2013 |  |
| <b>Key Result Area:</b>                                                                                                                         | 2 Physical Infrastructure and Assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                |            |                                                                                     |
| <b>Council Plan Objective:</b>                                                                                                                  | 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |            |                                                                                     |
| <b>Council Plan Strategy:</b>                                                                                                                   | 2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                |            |                                                                                     |





**Colac Otway Shire Council**

**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| STRATEGY                                                                                                                                                               | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | BUSINESS UNIT        | COMP. DATE | PROGRESS                                                                              |
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| 2.1.1.1 Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening.                              | Projects underway:<br>• Beeac - upgrade of planter boxes and community noticeboard in the main street.<br>• Swan Marsh/Pirron Yallock - a master plan for the Pirron Yallock Recreation Reserve.<br>• Cressy - improvements to the Duverney Street precinct.<br>• Forrest – installation of a drinking fountain to be undertaken as a part of the overall Forrest main street streetscape upgrade project, which is due to commence.<br>• Beech Forest - planning continues on the removal of excess vegetation at the entrance to the township and replant with Beech Trees and possibly rhododendrons.<br>• Barwon Downs – planning continues for the construction of a new combined community centre in the old school grounds area | Economic Development | 30/06/2013 |    |
| 2.1.1.3 Review and implement Asset Management Plans to ensure that the level of funding for asset renewal, maintenance and upgrade meets the community's expectations. | Asset Management Plan for Buildings to be finalised during 2012/13. Building Management staff have recently completed training in long term planning for facility assets. Learnings from this will be used in structuring Council's data collection frameworks.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Sustainable Assets   | 30/06/2013 |  |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities.                                                                    | A 10 year capital works program structure has been developed with projects added for prioritisation each year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Capital Works        | 30/06/2013 |  |
| 2.1.1.5 Review the 10 year capital works and major projects program annually.                                                                                          | The review of the capital works and major projects program is scheduled for January 2013 following the inclusion of new projects identified through the budget process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Capital Works        | 30/06/2013 | No Progress                                                                           |
| <b>Council Plan Strategy:</b> 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                      |            |                                                                                       |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                   | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                         | BUSINESS UNIT                         | COMP. DATE | PROGRESS                                                                              |
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| 2.1.2.2 In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan.            | A draft of the revised Road Management Plan has been prepared by Council and is being reviewed by officers. This follows on and incorporates feedback from a stakeholder workshop held in September 2012.                                                                                                                                                                                    | Sustainable Assets                    | 30/06/2013 |    |
| 2.1.2.2 Review and implement the Strategic Footpath Plan for Apollo Bay.                                                               | Scheduled to undertake the review starting January 2013.                                                                                                                                                                                                                                                                                                                                     | Capital Works                         | 30/06/2013 | No Progress                                                                           |
| 2.1.2.3 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Council's continues its participation in this program.                                                                                                                                                                                                                                                                                                                                       | Sustainable Assets                    | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 2.1.3 Manage Council's buildings and facilities in a responsible, safe and sustainable manner.           |                                                                                                                                                                                                                                                                                                                                                                                              |                                       |            |                                                                                       |
| 2.1.3.1 Develop a Land Rationalisation Program for land surplus to Council needs.                                                      | Not yet commenced. This will be a longer term project dependant on available resources.                                                                                                                                                                                                                                                                                                      | Infrastructure & Services GM's Office | 30/06/2013 | No Progress                                                                           |
| 2.1.3.2 Develop a Building Rationalisation Program for buildings surplus to Council needs.                                             | Officers have investigated and are trialling a Building Asset Program that will assist with this. In conjunction with the audit of building conditions, a register of buildings and their condition will be determined as the first step to determining a rationalisation program. Additional information on building usage is required before the rationalisation program can be finalised. | Infrastructure & Services GM's Office | 30/06/2013 |  |
| 2.1.3.2 Develop Building Assets Management Plan and implement according to adopted priorities.                                         | Council staff have recently attended training specifically for the long term management of buildings and facilities. Learnings from this will be used to establish the framework for assessing forecast funding needs.                                                                                                                                                                       | Sustainable Assets                    | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 2.1.4 Improve local and regional transport networks to ensure safety and accessibility.                  |                                                                                                                                                                                                                                                                                                                                                                                              |                                       |            |                                                                                       |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                              | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | BUSINESS UNIT                         | COMP. DATE | PROGRESS                                                                              |
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| 2.1.4.1 Advocate for strategic transport initiatives.                                                                                             | Council continues to be actively involved in advocating for Strategic Transport Initiatives. General Manager (GM) Infrastructure and Services is on the working Group for reviewing the G21 Regional Road Transport Plan for 2013-17. This is a key document which outlines the major transport initiatives required from Council into the future. In addition, the GM Infrastructure and Services is also on the working group that will develop the G21 Regional Public Transport Plan which looks at the Strategic Public Transport Issues in the Region. A consultant has been appointed to undertake this work and will undertake a review over the next 6 months that will also involve a workshop in Colac and possibly Apollo Bay. | Infrastructure & Services GM's Office | 30/06/2013 |    |
| 2.1.4.2 Advocate for further improvements to the Princes Highway from Colac to the South Australian border.                                       | Good progress with bypassing lanes approved in the State Government budget and four constructed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Chief Executive Office                | 30/06/2013 |  |
| 2.1.4.2 In partnership with regional councils and VicRoads develop and implement a Road Safety Plan and Council approved road safety initiatives. | Work is not scheduled to be commenced until January 2013. Officers are preparing for undertaking a review commencing in January 2013 for Completion by the end of June 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Infrastructure & Services GM's Office | 30/06/2013 | No Progress                                                                           |

**Colac Otway Shire Council**





**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                                                                                                                           | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | BUSINESS UNIT                         | COMP. DATE | PROGRESS                                                                            |
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| 2.1.4.3 In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement. | The project was put on hold prior to the Council elections, but has now recommenced. Meetings have been held with VicRoads, Department of Planning, the consultant and Council officers to sort out the planning issues in relation to the any future by-pass option. The consultant is fine tuning the three preferred options with the intention to reporting back to Council on the status and preferred options prior to undertaking community consultation early in 2013.                                                        | Infrastructure & Services GM's Office | 30/06/2013 |  |
| 2.1.4.4 Advocate for improved commuter Rail Services and safe Railway Crossings.                                                                               | Council has included the requirement in the G21 Regional Public Transport Plan to increase the current three Daily Commuter Rail Services from Colac to Geelong to five Daily services. This requirement has also been included in the Draft Regional Road Transport Plan for 2013-17. Council has participated in the Department of Transport audit of sealed road network that requires 80km signage. These sites have been identified and signage ordered, with the intention to put the signage up when it arrives early in 2013. | Infrastructure & Services GM's Office | 30/06/2013 |  |







Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                                                                                        | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | BUSINESS UNIT                         | COMP. DATE | PROGRESS                                                                              |
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| 2.1.4.5 Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire.                                                                                                                                                        | Council has participated in the review of the G21 Regional Transport Plan and made several recommendations in relation to required updates in the plan. Officers have also participated as part of the working group for the development of a Regional Transport Plan and the appointment of consultants to undertake this study. Discussions continue to be held with VicRoads regarding improvements to the Great Ocean Road and the Forrest to Skenes Creek road which have been identified in the plan. | Infrastructure & Services GM's Office | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 2.1.5 Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change.                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       |            |                                                                                       |
| 2.1.5.1 Implement measures to manage and monitor Council's closed landfills to EPA standards.                                                                                                                                               | Progressing with the landfill monitoring program in accordance with the Environment Protection Authority's (EPA) guidelines and Auditor's recommendations. The Annual Performance Statement for the Alvie Landfill site was timely submitted to EPA and accepted.                                                                                                                                                                                                                                           | Major Contracts                       | 30/06/2013 |    |
| 2.1.5.2 Develop a proposed long term management response to sea level rise for Council assets.                                                                                                                                              | Until the outcomes of the Coastal Committee's investigation into sea level rise is completed this project cannot be finalised.                                                                                                                                                                                                                                                                                                                                                                              | Infrastructure & Services GM's Office | 30/06/2013 |  |
| 2.1.5.2 Implement measures to manage and monitor Council's closed landfills to EPA standards.                                                                                                                                               | Ongoing in consultation with the landfill auditor and the Environmental Protection Agency (EPA). The Bruce Street and Marengo landfill sites have been examined by the EPA and an inspection report provided to Council without any negative comments.                                                                                                                                                                                                                                                      | Major Contracts                       | 30/06/2013 |  |
| <b>Key Result Area:</b> 3 Land Use and Development                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       |            |                                                                                       |
| <b>Council Plan Objective:</b> 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       |            |                                                                                       |
| <b>Council Plan Strategy:</b> 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community.                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       |            |                                                                                       |





**Colac Otway Shire Council**

**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                                                                       | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | BUSINESS UNIT                | COMP. DATE | PROGRESS                                                                              |
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| 3.1.1.2 Advocate to have Colac Otway Shire included in the State Government urban land monitoring program. | Colac Otway Shire is now included within the State Government Urban Land Monitoring Program.                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Planning & Building Services | 30/06/2013 |    |
| 3.1.1.3 Advocate for more detailed mapping of the Erosion Management Overlay by State Government.          | There have been several occasions over the last few years where Council has advocated for improved Erosion Overlay Mapping. Officers will advocate that this be a priority action in the next version of the Victorian Coastal Strategy which is currently under development.                                                                                                                                                                                                                                                                | Planning & Building Services | 30/06/2013 |    |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings.                                           | The Rural Living Strategy was finalised and adopted by Council in December 2011. The planning scheme amendment (C69) which implements the Strategy's recommendations was placed on exhibition early in 2012. An independent Panel heard submissions at a hearing from 9-11 October 2012, and has released its report supporting the amendment subject to minor changes. A workshop has been held with Council in December to explain the Panel's findings, and it is intended to seek adoption of the amendment at the January 2013 meeting. | Planning & Building Services | 30/06/2013 |    |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay.                                 | The Colac and Apollo Bay Car Parking Strategy was finalised and adopted by Council in December 2011. A planning scheme amendment to implement its findings has been prepared in advance of a Councillor workshop in January 2013, followed by public exhibition (subject to authorisation from the Planning Minister).                                                                                                                                                                                                                       | Planning & Building Services | 30/06/2013 |  |


Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                      | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | BUSINESS UNIT                                  | COMP. DATE | PROGRESS                                                                              |
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| 3.1.1.6 Finalise a Structure Plan for Birregurra.                                                                                                                         | Following adoption by Council of the Birregurra Neighbourhood Character Study in June 2012, a consultant has commenced a review of the draft Structure Plan that Council placed on hold at the end of 2010. The review will incorporate feedback from a Community Reference Group (CRG) established for the project. A revised draft is expected to be reported to Council at the February 2013 Council meeting in advance of public exhibition. This will follow a further meeting of the CRG and a workshop with Council in February. | Planning & Building Services                   | 30/06/2013 |    |
| 3.1.1.9 In conjunction with the State Government, and subject to external funding, exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan.            | Consultant firm Meinhardt has been appointed to prepare a more detailed Harbour Master Plan document that is based on the 2008 Enquiry by Design plan adopted by Council, without the hotel and health and wellbeing centre. This will form the basis for preparation of the actual amendment documentation early in 2013.                                                                                                                                                                                                              | Planning & Building Services                   | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 3.1.2 Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change.          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                |            |                                                                                       |
| 3.1.2.1 Work with State Government to develop appropriate planning controls that respond to predicted sea level rise.                                                     | Continuing to maintain vigilance on this matter, which still appears to have little State Government support/focus.                                                                                                                                                                                                                                                                                                                                                                                                                     | Sustainable Planning & Development GM's Office | 30/06/2013 |  |
| 3.1.2.2 Advocate for State Government funding to undertake more detailed local area mapping of low lying areas along the coast to assist with climate change initiatives. | Officers continue to advocate for this work to be done.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sustainable Planning & Development GM's Office | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 3.1.3 Ensure all Council land use plans and strategies are current and responsive.                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                |            |                                                                                       |

Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                     | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | BUSINESS UNIT                | COMP. DATE | PROGRESS                                                                              |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------|---------------------------------------------------------------------------------------|
| 3.1.3.2 Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments. | Amendment C67 was placed on exhibition in November to introduce the Salinity Management Overlay and received a small number of submissions which will be reported to the January 2013 Council meeting. The panel report for Amedment C69 (implementing the Rural Living Strategy and Forrest Structure Plan) has been received and will be presented to Council in January 2013 for adoption. The amendment to implement the Colac and Apollo Bay Car Parking Strategy and CBD and Entrances Project will be placed on exhibition in February 2013 following a Council workshop late in January. The amendment to modify mapping of the Vegetation Protection and Environmental Significance overlays will be reported to the January 2013 Council meeting, with a resolution sought to exhibit the proposed changes. A consultant is currently reviewing the heritage significance of the former Beechy rail line between Colac and Crowes, with a view to preparing an amendment in 2013 to apply a Heritage Overlay to parts of the alignment. Officers are also currently finalising an audit of the Heritage Overlay as part of the development of an amendment which rectifies anomalies detected in the overlay mapping. | Planning & Building Services | 30/06/2013 |    |
| 3.1.3.5 Undertake a Neighbourhood Character Study for Birregurra.                                        | The Birregurra Neighbourhood Character Study was completed with adoption by Council in June 2012. A planning scheme amendment to implement the Study will be prepared for exhibition following completion of the Structure Plan process early in 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Planning & Building Services | 30/06/2013 |  |




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Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| STRAT                                                                                                                                             | RESPONSIBLE COMMITTEE                                                                                                                                                                                                                                                                                                                                                                                                                                  | BUSINESS UNIT                                                                                                                  | COMP DATE  | PROGRESS                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------|
| <b>Council Plan Strategy:</b>                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 3.1.4 Enforce planning and building regulations to meet legislative requirements.                                              |            |                                                                                       |
| 3.1.4.1 Implement comprehensive monitoring of the Essential Safety legislative requirements.                                                      | A draft policy for Essential Safety Measures enforcement has been circulated for comment and will be considered by the Shire's Risk Management Committee at its February 2013 meeting, prior to a report to Council in March. A list of privately owned premises requiring inspection is currently being finalised which will allow prioritisation of highest risk buildings to be inspected in 2013.                                                  | Planning & Building Services                                                                                                   | 30/06/2013 |    |
| 3.1.4.3 Implement mechanisms to improve knowledge of building and planning requirements/ responsibilities.                                        | Further planning information sheets are currently being finalised. The Building Department has produced customer information concerning applications for Places of Public Entertainment (PoPE) occupancy permits under the Building Act.                                                                                                                                                                                                               | Planning & Building Services                                                                                                   | 30/06/2013 |    |
| <b>Council Plan Strategy:</b>                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 3.1.5 Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework |            |                                                                                       |
| 3.1.5.1 Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications. | A range of planning process improvements have been implemented. Further work has occurred to document procedures relating to Places of Public Entertainment (PoPE) Occupancy Permit applications under the Building Act, and work has commenced in documenting Strategic Planning processes. Work has commenced liaising with external referral agencies to review planning permit conditions and explore options for streamlining referral processes. | Planning & Building Services                                                                                                   | 30/06/2013 |  |




Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| INITIATIVE                                                                                                                                                                 | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                     | BUSINESS UNIT                | COMP. DATE | PROGRESS                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------|---------------------------------------------------------------------------------------|
| 3.1.5.2 Prepare and develop a more comprehensive Information Kit on building and planning application requirements.                                                        | A range of planning checklists and brochures have been developed for use by customers and staff. The aim of this is to increase the quality of information being submitted with applications and to reduce processing times. Further brochures are currently being developed, including customer information for applications for Places of Public Entertainment (PoPE) Occupancy Permits under the Building Act.        | Planning & Building Services | 30/06/2013 |    |
| <b>Council Plan Strategy:</b>                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                          |                              |            |                                                                                       |
|                                                                                                                                                                            | 3.1.6 Ensure that environmental risks are adequately addressed for new development and land use                                                                                                                                                                                                                                                                                                                          |                              |            |                                                                                       |
| 3.1.6.1 Work with State Government to develop improved mapping and introduce planning controls that accurately reflect areas known to potentially have acid sulfate soils. | Officers utilise opportunities as they arise to highlight the need for improved mapping of coastal acid sulfate soils. This issue is being flagged in the current review of the Victorian Coastal Strategy.                                                                                                                                                                                                              | Planning & Building Services | 30/06/2013 |    |
| 3.1.6.3 Introduce a Salinity Management Overlay to affected areas.                                                                                                         | The amendment to the Salinity Management Overlay was placed on exhibition in November 2012 for six weeks, with a small number of submissions received. It is planned to report to Council on submissions at the January 2013 meeting, preceded by a workshop.                                                                                                                                                            | Planning & Building Services | 30/06/2013 |  |
| 3.1.6.4 Work with State Government to review policies and provisions in fire risk areas as appropriate following the conclusion of the Bushfire Royal Commission.          | The project will investigate the growth potential of nominated towns in the Otways and development of Schedules for the Bushfire Management Overlay in specific coastal locations. Tract Consultants and Tarramatrix have been appointed and have commenced preparing a background report. A Community bulletin will be posted in January inviting landowners to attend workshops in each of the towns in February 2013. | Planning & Building Services | 30/06/2013 |  |
| <b>Key Result Area:</b>                                                                                                                                                    | 4 Environmental Management                                                                                                                                                                                                                                                                                                                                                                                               |                              |            |                                                                                       |

Colac Otway Shire Council




QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                                      | DESCRIPTION/INITIATIVE                                                                                                                                                                                                                                                                                                     | BUSINESS UNIT                  | COMP. DATE | PROGRESS                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------|---------------------------------------------------------------------------------------|
| <b>Council Plan Objective:</b> 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.  |                                                                                                                                                                                                                                                                                                                            |                                |            |                                                                                       |
| <b>Council Plan Strategy:</b> 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities.                                                        |                                                                                                                                                                                                                                                                                                                            |                                |            |                                                                                       |
| 4.1.1.2 Implementation of the Environment Strategy.                                                                                                                                       | The Environment Strategy continues to be implemented via the completion of the actions set out in the associated action plan. Recent actions include weed control at Deep Dean Reserve. Work has commenced on developing the 2013-2015 Environment Action Plan.                                                            | Environment & Community Safety | 30/06/2013 |    |
| 4.1.1.3 Development of 2 Year Action Plans for the Environment Program.                                                                                                                   | A review of the 2010-2012 Environment Action Plan has been completed. The review found that the majority of actions have been completed or are partially complete. A number of the actions are ongoing and will be included in the new 2013-2015 Environment Action Plan, which is expected to be finalised in early 2013. | Environment & Community Safety | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 4.1.2 Ensure the protection and enhancement of environmental values on Council owned and managed land.                                                      |                                                                                                                                                                                                                                                                                                                            |                                |            |                                                                                       |
| 4.1.2.1 Develop and implement action plans to manage the threats to environmental assets on Council managed land in accordance with the Environment Strategy and the 2 Year Action Plans. | Weed control and revegetation works have been initiated in accordance with management plans developed for high conservation land managed by Council. These works include targeted weed spraying at Deep Dean Reserve and the Barongarook Covenant property.                                                                | Environment & Community Safety | 30/06/2013 |  |



Colac Otway Shire Council





QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                        | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                             | BUSINESS UNIT                  | COMP. DATE | PROGRESS                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------|---------------------------------------------------------------------------------------|
| 4.1.2.2 Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan.                            | Weed control works have been undertaken along the foreshore of Lake Colac and in the areas where revegetation works have been undertaken recently along Barongarook Creek. A study has been completed in relation to the removal of large exotic trees along Barongarook Creek south of the Chapel Street Bridge. The first year of works is targeting the removal of nine large trees but community consultation is required before these works are undertaken. | Environment & Community Safety | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 4.1.3 Facilitate the protection and enhancement of environmental values on private land.                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                |            |                                                                                       |
| 4.1.3.1 Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government. | An external consultant employed under the funding from the State Government Rural Flying Squad Program is preparing a planning scheme amendment to update the biodiversity overlays. Draft amendment documentation has been prepared in advance of a workshop with Councillors in January 2013 and reporting to the January Council meeting to seek authorisation to proceed with exhibition of the amendment.                                                   | Planning & Building Services   | 30/06/2013 |    |
| 4.1.3.2 Continue to carry out audits of forestry operations on private land.                                                                | Forestry auditing continues to be carried out regularly. The level of compliance is high but where concerns are raised the auditor is visiting specific sites and working with the forestry companies to ensure compliance with the code of practice is being achieved.                                                                                                                                                                                          | Environment & Community Safety | 30/06/2013 |  |







Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                                                | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                              | BUSINESS UNIT                  | COMP. DATE | PROGRESS                                                                              |
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| 4.1.3.3 Continue to raise the awareness of private landholders on their responsibilities in relation to the environment.                                                                            | Advice continues to be provided to private landholders on their responsibilities in relation to the environment through a variety of means including media, meetings, forums and formal written advice associated with planning applications.                                                                                                                     | Environment & Community Safety | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 4.1.4 Minimise environmental impacts and the use of natural resources associated with Council operations in accordance with Council's Environment Strategy 2010-2018. |                                                                                                                                                                                                                                                                                                                                                                   |                                |            |                                                                                       |
| 4.1.4.1 Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works.                                                                   | Planning officers work collaboratively with the Infrastructure Unit and other Council departments to ensure that environmental issues are appropriately considered in relation to Council projects. This occurs through the Interdepartmental Committee, and through advice provided on budget requests and in response to specific project proposals.            | Planning & Building Services   | 30/06/2013 |    |
| 4.1.4.2 Continue program of works and practices in accordance with the Environment Strategy and the 2 Year Action Plans.                                                                            | Works being undertaken in accordance with Environment Strategy and the 2 Year Action Plan include but are not limited to revegetation works and weed control on high conservation value land such as Barongarook Creek and sustainability initiatives such as replacement of street lights with more efficient globes.                                            | Environment & Community Safety | 30/06/2013 |  |
| 4.1.4.3 Continue to implement agreed, viable water saving measures in accordance with the Environment Strategy and the 2 Year Action Plans.                                                         | Council staff have met with Barwon Water to discuss the development of an Integrated Water Cycle Management Plan. This approach will look at how we can diversify water sources to make Colac a more drought resistant town. When completed the plan will identify some major water saving projects for Colac and enable funding to be sought for implementation. | Environment & Community Safety | 30/06/2013 |  |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                                                                                       | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                            | BUSINESS UNIT                                  | COMP. DATE | PROGRESS                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------|---------------------------------------------------------------------------------------|
| 4.1.4.5 Develop and implement an Environmental Sustainability Policy.                                                                                                                                                                      | Work has commenced on the development of the procedure document, which will be finalised by June 2013.                                                                                                                                                                                                                                                                          | Environment & Community Safety                 | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 4.1.5 Promote environmental values in the broader community and work with other stakeholders on managing large scale issues in accordance with the process identified in the Environment Strategy 2010-2018. |                                                                                                                                                                                                                                                                                                                                                                                 |                                                |            |                                                                                       |
| 4.1.5.1 Advocate where appropriate community views on environmental issues outside the direct responsibility of Council.                                                                                                                   | Council has received funding for roadside weeds and attached a letter to the acceptance of the funds reiterating that, while we accept the grant, we are still awaiting formal advice in respect of responsibilities involved and that acceptance of the grant on this occasion was not an ongoing acceptance of the long term responsibility for management of roadside weeds. | Sustainable Planning & Development GM's Office | 30/06/2013 |    |
| 4.1.5.1 Coordinate a range of environmental events across the region.                                                                                                                                                                      | Fishing workshops have been undertaken with a number of schools in the region to educate the children on the value of waterways and biodiversity and how they can help to protect them. Planning is underway for a sustainability education initiative at the Apollo Bay Australia Day festivities.                                                                             | Environment & Community Safety                 | 30/06/2013 |   |
| 4.1.5.3 Promote awareness of environmental issues through various media and forums.                                                                                                                                                        | Council continues to promote awareness of environmental issues through regular columns in the local paper. Recent columns have focused on revegetation works and fire prevention.                                                                                                                                                                                               | Environment & Community Safety                 | 30/06/2013 |  |





Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                               | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | BUSINESS UNIT                         | COMP. DATE | PROGRESS                                                                              |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------|---------------------------------------------------------------------------------------|
| 4.1.5.4 Encourage energy efficiency including the use of renewable and alternative energy sources. | Council has engaged a consultant to help develop a carbon neutral plan to determine an approach to becoming carbon neutral by 2016. The plan will be presented to Council in March 2013. Council is also undertaking a street light change over that will reduce the energy use of street lights by between 60 and 70 percent. A report will be sent to Council in January 2013 seeking Council support for the program. Investigations have been undertaken into the installation of a 30kw Solar array on the Rae Street Office. The findings of this investigation have found that it would cost approximately \$45,000 and have a pay back period of eight years. A business case will be developed to try to get funding for this project in the 2013-2014 period. | Environment & Community Safety        | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 4.1.6 Minimise, recycle and manage residential waste.                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       |            |                                                                                       |
| 4.1.6.1 Investigate waste-to-energy for green waste.                                               | Meetings have been held between the City of Greater Geelong and the CEO of the Barwon Regional Waste Management Group (BRWMG). In addition, a discussion paper has been presented for consideration. BRWMG are reviewing the finding of recent waste studies undertaken before they will commit to any course of action. Council is awaiting further advice.                                                                                                                                                                                                                                                                                                                                                                                                            | Infrastructure & Services GM's Office | 30/06/2013 |  |





Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                             | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                         | BUSINESS UNIT                 | COMP. DATE | PROGRESS                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------|---------------------------------------------------------------------------------------|
| 4.1.6.2 Implementation of the Waste Water Management Strategy.                                                                                                   | Since the Minister for Water (Peter Walsh MLA) agreed following Barwon Waters recommendation not to proceed with sewerage for Wye River and Separation Creek, a new revised scope for the improvement of wastewater conditions has been develop developed. This is proposing to engage and Community Summertime Education Officer and another officer to undertake audits on all properties and focus on improvements for high risk systems. | Health and Community Services | 30/06/2013 |    |
| 4.1.6.3 Implementation of the Landfill Rehabilitation Plan.                                                                                                      | Work on the Gellibrand Tender and surveying has commenced. The bulk of this project will be undertaken between December 2012 and March 2013.                                                                                                                                                                                                                                                                                                 | Major Contracts               | 30/06/2013 |    |
| <b>Key Result Area:</b> 5 Economic Development                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                              |                               |            |                                                                                       |
| <b>Council Plan Objective:</b> 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. |                                                                                                                                                                                                                                                                                                                                                                                                                                              |                               |            |                                                                                       |
| <b>Council Plan Strategy:</b> 5.1.1 Support the development of a diverse, skilled and capable workforce.                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                              |                               |            |                                                                                       |
| 5.1.1.1 Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training.         | Colac Otway Shire Industry Advisory Group met in November and December. Manager Economic Development met with School Principals re industry engagement with the Colac Trade Training Centre. Also attended a Great South Coast Economic Development meeting to discuss regional issues impacting economic and business development.                                                                                                          | Economic Development          | 30/06/2013 |  |
| 5.1.1.2 Work with industry sectors on strategic workforce planning initiatives.                                                                                  | Consulted with the Industry Advisory Group meeting on the proposed 2013 labour and skills audit. Wrote a report in response to the Advancing Country Towns recommendations report on workforce development.                                                                                                                                                                                                                                  | Economic Development          | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 5.1.2 Work with business to recognise growth potential from climate change and renewable energy initiatives.                       |                                                                                                                                                                                                                                                                                                                                                                                                                                              |                               |            |                                                                                       |







**Colac Otway Shire Council**

**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                                                                                                                                  | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | BUSINESS UNIT        | COMP. DATE | PROGRESS                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------|---------------------------------------------------------------------------------------|
| 5.1.2.1 Encourage and promote climate change sustainability initiatives for business and renewable and alternative energy opportunities for the Colac Otway Shire.    | Facilitated a meeting with Planning Department for Colac Power Company seeking advice on the proposed bio gas power generator. Further advice given to Bulla on Council processes regarding a similar proposal.                                                                                                                                                                                                                                                                                                                   | Economic Development | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 5.1.3 Support local business to develop and succeed.                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                      |            |                                                                                       |
| 5.1.3.2 Continue to provide world standard tourism support services including Visitor Information Services, and support for local and regional tourism organisations. | Colac Visitor Information Centre (VIC) has employed two new part time Tourism Officers to increase flexibility of staffing and provide a more professional service. Apollo Bay VIC has employed a full time extra summer Tourism Officer to cope with the peak summer season. International tourism is continuing to grow with UK, Germany, Canada, India and China. The Interim Great Ocean Road Tourism Board (IRTB) has completed a final draft proposal for Council. The new Board is expected to be in place by 1 July 2013. | Economic Development | 30/06/2013 |    |
| 5.1.3.3 Implement Business Development training programs, networking events and Business Awards.                                                                      | The Working Women's Networking has held two functions with approximately 20 local business women attending. There have been two Young Business leaders breakfast functions. Over 60 people attended the 2012 ANZ Business Breakfast. Over 60 also attended the Barwon Water business lunch.                                                                                                                                                                                                                                       | Economic Development | 30/06/2013 |  |
| 5.1.3.4 Provide on line information for customers and potential investors to access businesses in the Shire.                                                          | i.d. profile conducted training with staff on 2010 Census information and the new format of the i.d web pages on the Colac Otway Shire website.<br><br>REMPPLAN economic data provided to businesses as required to measure impact of growth decisions.                                                                                                                                                                                                                                                                           | Economic Development | 30/06/2013 |  |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                                                        | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                               | BUSINESS UNIT                                                                                                                                                            | COMP. DATE | PROGRESS                                                                              |
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| 5.1.3.5 Enhance Colac's regional service centre status through the development of a Marketing strategy.                                                                                                     | A new Colac brand has been adopted by Council. A brand implementation strategy has been developed.                                                                                                                                                                                 | Economic Development                                                                                                                                                     | 30/06/2013 |    |
| <b>Council Plan Strategy:</b>                                                                                                                                                                               |                                                                                                                                                                                                                                                                                    | 5.1.4 Lead, support and/or participate in regional and local development networks and partnerships.                                                                      |            |                                                                                       |
| 5.1.4.2 Promote and encourage the development of infrastructure to support Nature Based Tourism (NBT) development of Great Otway National Park/Otway Forest Park and Great Ocean Walk.                      | The Forrest Mountain Bike Strategy Steering group met. A Federal Government Tourism Industry Regional Development Fund grant application for Forrest Mountain Bike Trails Strategy has been submitted. partnered with Parks Vic on a master plan for Castle Cove tourism precinct. | Economic Development                                                                                                                                                     | 30/06/2013 |    |
| 5.1.4.3 Promote and encourage the development of infrastructure to support Lake Colac tourism and community use.                                                                                            | Quarterly meeting held with Lake Colac Coordinating Committee. No further action till budget funds are provided to complete a new Lake Colac Master Plan.                                                                                                                          | Economic Development                                                                                                                                                     | 30/06/2013 |    |
| 5.1.4.4 Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism.                                                                                         | Met with Otway Business Inc on new initiatives for partnership including a Colac Leadership program. Attended monthly meetings of Otway Business Inc as requested by the Apollo Bay Chamber of Commerce and Tourism.                                                               | Economic Development                                                                                                                                                     | 30/06/2013 |  |
| <b>Council Plan Strategy:</b>                                                                                                                                                                               |                                                                                                                                                                                                                                                                                    | 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region. |            |                                                                                       |
| 5.1.5.1 Promote the Shire's strengths and competitive advantages to attract new investment.                                                                                                                 | New marketing brand adopted by Council. The implementation strategy has been completed. A review of the Colac promotional website has been commenced.                                                                                                                              | Economic Development                                                                                                                                                     | 30/06/2013 |  |
| 5.1.5.3 Facilitate the development of services and a calendar of business events / industry conferences designed to attract and engage external business and job opportunity for families and young people. | Colac Marketing Strategy and new brand implementation strategy developed and planning completed of new initiatives. Quarterly business liaison visits increased in number this quarter to promote the new brand.                                                                   | Economic Development                                                                                                                                                     | 30/06/2013 |  |

Colac Otway Shire Council



QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                             | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                              | BUSINESS UNIT        | COMP. DATE | PROGRESS                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------|-------------------------------------------------------------------------------------|
| 5.1.5.4 Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism. | Facilitated a brand review for Otways Tourism refreshing the brand by removing the 'fern' from the 'O' in Otways. Otways Tourism now an advisory Committee of Council and held two meetings. Held regular performance and service planning catchups with Visitor Information Centre Coordinators and Tourism Development Officer. | Economic Development | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 5.1.6 Facilitate the development of infrastructure for business investment, growth and liveability.                                                |                                                                                                                                                                                                                                                                                                                                   |                      |            |                                                                                     |
| 5.1.6.1 Lobby for improved telecommunications in the Colac Otway Shire in consideration of Federal Government and telecommunication owners' initiatives.                         | No activity this quarter.                                                                                                                                                                                                                                                                                                         | Economic Development | 30/06/2013 | No Progress                                                                         |
| 5.1.6.3 Support the Apollo Bay Harbor Precinct development.                                                                                                                      | Assisted the Planning and Building Unit with the planning scheme amendment process by liaising with various consultants who developed the master plan to retrieve editable versions of relevant documents.                                                                                                                        | Economic Development | 30/06/2013 |  |



Colac Otway Shire Council








QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | BUSINESS UNIT                 | COMP. DATE | PROGRESS                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------|---------------------------------------------------------------------------------------|
| 5.1.6.5 Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program.                                                                                                                                                                                                                                                                                    | Small Town Improvement Projects from the 2012 Projects include <ul style="list-style-type: none"> <li>• Beeac - upgrade of planter boxes and community noticeboard in the main street.</li> <li>• Swan Marsh/Pirron Yallock - a master plan for the Pirron Yallock Recreation Reserve.</li> <li>• Cressy - improvements to the Duverney Street precinct.</li> <li>• Forrest – installation of a drinking fountain to be undertaken as a part of the overall Forrest main street streetscape upgrade project, which is due to commence.</li> <li>• Beech Forest - planning continues on the removal of excess vegetation at the entrance to the township and replant with Beech Trees and possibly rhododendrons.</li> <li>• Barwon Downs – planning continues for the construction of a new combined community centre in the old school grounds area.</li> </ul> | Economic Development          | 30/06/2013 |    |
| <b>Key Result Area:</b> 6 Community Health and Wellbeing<br><b>Council Plan Objective:</b> 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities<br><b>Council Plan Strategy:</b> 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                               |            |                                                                                       |
| 6.1.1.1 Develop a Civic and Cultural Precinct Plan for Colac.                                                                                                                                                                                                                                                                                                                                                                                       | Civic Home Hardware site purchased. Project to commence in February 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Chief Executive Office        | 30/06/2013 | No Progress                                                                           |
| 6.1.1.4 Implement the Positive Ageing Strategy.                                                                                                                                                                                                                                                                                                                                                                                                     | Conversations with Ambassadors from the Improving Liveability for Older People (ILOP) project have discussed the relevance of recommendations. Actions taken within ILOP reflect a number of recommendations within the Strategy. Elements for this plan may be considered in the development of the G21 Health & Wellbeing Plan for 2013-2017.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Health and Community Services | 30/06/2013 |  |



**Colac Otway Shire Council**

**QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ITEM                                                                                                                                                                                                                                                                                               | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                           | BUSINESS UNIT                              | COMP. DATE | PROGRESS                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------|---------------------------------------------------------------------------------------|
| 6.1.1.4 Investigate initiatives that reduce exposure to passive smoking in public places.                                                                                                                                                                                                          | Have been some initial discussions about reducing smoking around playground areas.                                                                                                                                                                                             | Corporate & Community Services GM's Office | 30/06/2013 |    |
| 6.1.1.6 Implement the extension of the Apollo Bay Library and additional program spaces.                                                                                                                                                                                                           | Construction of the new Library underway. Temporary Library based at the Nelson Street Offices in Apollo Bay.                                                                                                                                                                  | Corporate & Community Services GM's Office | 30/06/2013 |    |
| 6.1.1.16 Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre.                                                                                                                                                                                              | Council's Building Construction Coordinator will develop a long term works program for COPACC in partnership with COPACC staff in early 2013. This will follow training in late 2012.                                                                                          | Recreation, Arts and Culture               | 30/06/2013 |    |
| 6.1.1.18 Continue in partnership with the Colac Community and project stakeholders to plan and develop the Beechy Precinct in accordance with Council approvals and review Council's continued involvement in the Beechy Precinct in respect of all elements that still require Council approvals. | The Central Reserve Oval Redevelopment is almost complete, with the maintenance period now being carried out by the contractor. Council is waiting on advice on the funding application to the State Government for the community sports field at the Colac Secondary College. | Recreation, Arts and Culture               | 30/06/2013 |    |
| 6.1.1.20 Develop an Active Transport Strategy.                                                                                                                                                                                                                                                     | The development of the Active Transport Strategy is progressing well and the consultant is currently undertaking the first round of community consultation. It is anticipated that a draft Strategy and Action Plan will be prepared by April 2013.                            | Recreation, Arts and Culture               | 30/06/2013 |  |
| 6.1.1.21 Implement Council's Recreation Strategy.                                                                                                                                                                                                                                                  | The Recreation Strategy continues to provide guidance to Council operations. There are still some recommendations yet to be actioned. It also provides support for external grant applications.                                                                                | Recreation, Arts and Culture               | 30/06/2013 |  |
| 6.1.1.24 Review and implement the Council Community Funding Program Guidelines.                                                                                                                                                                                                                    | The Community Funding Program Guidelines are currently being reviewed and will be considered by Council in early 2013.                                                                                                                                                         | Recreation, Arts and Culture               | 30/06/2013 |  |




December 20, 2012



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Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                                               | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                       | BUSINESS UNIT                              | COMP. DATE | PROGRESS                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------|---------------------------------------------------------------------------------------|
| <b>Council Plan Strategy:</b> 6.1.2 Promote and facilitate cultural and community events throughout the municipality.                              |                                                                                                                                                                                                                                                                                                                                            |                                            |            |                                                                                       |
| 6.1.2.1 Implement the Arts and Cultural Strategy.                                                                                                  | The Strategy continues to provide guidance to Council in this area. The majority of recommendations referring to COPACC have been implemented. A review of the other recommendations will be undertaken in early 2013.                                                                                                                     | Recreation, Arts and Culture               | 30/06/2013 |    |
| 6.1.2.3 Implement the Festival and Events Strategy.                                                                                                | The Festival and Events Strategy continues to provide guidance to this area. The majority of the recommendations from the Strategy have been implemented and scoping of a new Strategy has commenced. It is anticipated that a funding request will be made to Council's 2013/2014 budget process seeking funds to develop a new Strategy. | Recreation, Arts and Culture               | 30/06/2013 |    |
| 6.1.2.9 Work with event organisers and community groups to develop a broad range of community festivals and events.                                | Council continues to work with a wide variety of event organisers to deliver a range of community events. More than 50 events are now going through Council's Event Approval process.                                                                                                                                                      | Recreation, Arts and Culture               | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community. |                                                                                                                                                                                                                                                                                                                                            |                                            |            |                                                                                       |
| 6.1.3.1 Review the provision of Youth Services in the Shire.                                                                                       | No further action at this time.                                                                                                                                                                                                                                                                                                            | Corporate & Community Services GM's Office | 30/06/2013 | No Progress                                                                           |





Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                             | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | BUSINESS UNIT                 | COMP. DATE | PROGRESS                                                                              |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------|---------------------------------------------------------------------------------------|
| 6.1.3.15 Implement and promote the Municipal Public Health Plan. | During this quarter we have continued to work with Glastonbury on kindergarten support strategies, including Cluster Management; we remain involved in the community meetings of Our Kids Need You and are working on a number of strategies for accessibility (eg. Active Transport, G21 Transport Pillar). We have been meeting with Corangamite and Surf Coast shires to develop a partnership around relief and recovery planning, training and activation. Priority has been provided to develop registers and processes for supporting vulnerable people during bushfire emergencies. Communities of Practice meetings have been held with emergency response agencies to broaden our approaches to developing community resilience. Planning for our Health and Wellbeing Plan has commenced with G21 and will be finalised by August 2013. | Health and Community Services | 30/06/2013 |    |
| 6.1.3.16 Implement the Early Years Plan.                         | There have been a number of actions completed in our Early Years Plan. These include auditing all early years facilities; supporting kindergartens to increase contact time from 10 to 15 hours/week; building on partnerships through networks such as 'Our Kids Need You', 'Catforce' and the Colac and South Otways KEYS (Kids Early Years Services networks); and supporting Glastonbury to become a kindergarten manager for Cluster Management within the Shire.                                                                                                                                                                                                                                                                                                                                                                             | Health and Community Services | 30/06/2013 |  |

Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)

| ITEM                                                                                                                  | DESCRIPTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                 | BUSINESS UNIT                 | COMP. DATE | PROGRESS                                                                              |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------|---------------------------------------------------------------------------------------|
| 6.1.3.17 Implement the Access, Equity & Inclusion Plan.                                                               | This quarter we have been involved in council's Active Transport project, coordinated the ILOP (Improving Liveability for Older People) Ambassadors Project, advised on accessibility within council facilities, held the Fun Day in the Square to celebrate International day for people with disabilities and initiated the new Accessibility Business Award award which was presented to Corio Bay Sports Clinic. | Health and Community Services | 30/06/2013 |    |
| <b>Council Plan Strategy:</b> 6.1.4 Support local communities to develop, grow and be great places to live.           |                                                                                                                                                                                                                                                                                                                                                                                                                      |                               |            |                                                                                       |
| 6.1.4.1 Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice. | Meetings held with various agents during quarterly business visits.                                                                                                                                                                                                                                                                                                                                                  | Economic Development          | 30/06/2013 |    |
| 6.1.4.1 Work with Developers and Housing Associations to create liveable, affordable and sustainable housing.         | Officers work with developers and permit applicants to achieve objectives relating to affordable, livable and sustainable housing on an ongoing basis, through meetings and advice.                                                                                                                                                                                                                                  | Planning & Building Services  | 30/06/2013 |   |
| 6.1.4.4 Implement the Regional Transport Connections Strategy.                                                        | An information paper for Council's Transport connections project 'Access Connect Belong' (funded by the Department of Planning and Community Development) has been developed and discussed with a number of Community Building agencies. This is to be implemented in the new year with the support of Community Hub Inc.                                                                                            | Health and Community Services | 30/06/2013 |  |

# **First Quarter Financial Performance Report 2012-2013**

**December 2012**



**Colac Otway**  
SHIRE

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## **About the report**

In accordance with the Local Government Act 1989, Council must establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management.

In line with our commitment to sound financial management, Council is provided with an analysis of financial and non-financial information each quarter. This information will include at a minimum a comparison of budgeted income and expenditure and actual income and expenditure.

This report covers the period from 1 July 2012 to 31 December 2012 and reports on:

- Significant variations from the adopted budget;
- Council's cash balance and forecast;
- Council's investment performance;
- Council's financial statements;
- Council's Audit Committee; and
- Income and expenditure for the services provided by Council.

This quarterly report examines Council's financial performance as at the second quarter of 2011-2012.

## **Overview**

At the time the budget for 2012-2013 was prepared, it was expected that Council would see an operating surplus of \$6.379 million. Council continues to revise estimates for the 2012-2013 activities as more accurate information comes to hand, with the current operating surplus forecast to be \$5.892 million.

The achievement of an operating surplus for the 2012-2013 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2012-2013 financial year.

Council currently has a cash at bank balance of \$8.851 million, which is higher than for the same time in 2011-2012 due to the early payment of Commonwealth grants.

Rate notices have been issued to rate payers and reminders for instalments continue to be sent each quarter.

We are continuing to monitor the status of Council's financial position with the following aims in mind:

- An operating surplus achieved for the fifth consecutive year;
- Council continuing to meet the Infrastructure Renewal Gap;
- Delivery of responsible projects designed to enhance our community;
- Delivery of a responsible capital works programme; and
- An improved positive financial position.

In light of this, we are undertaking several important projects over the coming months in the areas of:

- Continued development of improved monthly reporting to management and Council;
- Review of Council's assets and the development of Council's Corporate Asset Management System;
- Review of Council's financial management policies, procedures and practices;
- Review of the Strategic Resource Plan with closer linkages to various Council action plans;
- Review of the Long Term Financial Plan with closer linkages to various Council strategies;
- Initiation of a review of Council's Fees and Charges Strategy; and
- Review of the new community focussed budget document.

The forecast indicates that the financial viability of Council will continue to improve, provided balanced decisions are made with financial sustainability considerations built into all decision making processes. Key information concerning the position of Council at the end of September is included in this report.

### **Service Budget**

The service income budget is projected to remain at \$36.441 million which is diminished as compared to the adopted budget due to a reduction in fees and charges revenue expectations, while the service expenditure budget is projected to increase relatively consistent with the original budget, resulting in a net projected increase in the service budget deficit of \$0.257 million to \$0.345 million.

### **Major Projects Budget**

The major projects expenditure now reflects the inclusion of carried forward projects from 2011-2012 which has significantly altered the result. Forecast income has increased from zero to \$1.125 million whilst expenditure has increased from \$0.32 million to \$3.342 million. This results in a net projected increased in the major projects budget deficit of \$1.977 million to \$2.297 million, which is not unexpected.



## Capital Budget

The capital expenditure now includes the projects carried forward from the 2011-2012 financial year and significantly alters the result.

Forecast income for capital works has increased from \$6.786 million to \$12.299, primarily as a result of recognising the future income associated with the redevelopment of the Blue Water Fitness Centre. Forecast expenditure for capital works has also significantly been impacted by the inclusion of carried forward projects from 2011-2012, such as the Blue Water Fitness Centre redevelopment with expenditure increasing from \$15.957 million to \$22.531 million.

The net result of these changes is a projected increase in the capital works deficit of \$1.061 million to \$10.232 million.

## Operating Statement

The information portrayed below provides an operating statement as per the data at 31 December 2012. The four (4) columns of data provide actual year to date results as compared to the budget year to date, the revised budget or forecast position as at 31 December 2012 and the original budget as it was adopted by Council. The forecast budget includes the value of all adjustments made since the adoption of the budget for 2012-2013 and at this stage does not take account of carried forward projects.

### Operating Statement

December 2012

|                                     | Actual YTD          | Budget YTD          | Forecast Budget     | Original Budget     |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Operating revenue</b>            |                     |                     |                     |                     |
| Rates and charges                   | (23,161,881)        | (23,242,670)        | (23,089,108)        | (22,886,751)        |
| Statutory fees and charges          | (255,657)           | (268,155)           | (579,298)           | (500,300)           |
| User fees and charges               | (1,676,392)         | (1,759,077)         | (3,811,601)         | (3,836,801)         |
| Operating grants - state            | (1,447,019)         | (1,335,369)         | (3,217,601)         |                     |
| Operating grants - federal          | (1,493,494)         | (3,268,671)         | (6,029,710)         | (8,626,556)         |
| Contributions - cash operating      | (35,763)            | (40,937)            | (303,830)           | (44,700)            |
| Reimbursements                      | (239,253)           | (92,664)            | (184,390)           | (134,674)           |
| Finance revenue                     | (128,190)           | (209,738)           | (446,250)           | (446,250)           |
| Other revenue                       | (53,399)            | (145,395)           | (179,822)           | (170,300)           |
| <b>Total operating revenue</b>      | <b>(28,491,048)</b> | <b>(30,362,676)</b> | <b>(37,841,610)</b> | <b>(36,646,332)</b> |
| <b>Operating expenses</b>           |                     |                     |                     |                     |
| Employee benefits                   | 7,586,349           | 7,701,812           | 15,041,945          | 14,816,853          |
| Materials and services              | 2,564,441           | 3,028,483           | 5,673,583           | 5,729,143           |
| Contracts                           | 3,126,017           | 3,819,361           | 9,837,268           | 6,787,620           |
| Depreciation and amortisation       | 4,155,409           | 4,036,414           | 8,081,000           | 8,081,000           |
| Finance expenses                    | 130,513             | 155,499             | 331,869             | 331,869             |
| Other expenses                      | 539,688             | 739,580             | 1,303,942           | 1,308,742           |
| <b>Total operating expenses</b>     | <b>18,102,417</b>   | <b>19,481,149</b>   | <b>40,269,607</b>   | <b>37,055,227</b>   |
| <b>Underlying deficit/(surplus)</b> | <b>(10,388,631)</b> | <b>(10,881,527)</b> | <b>2,427,997</b>    | <b>408,895</b>      |

|                                       |                     |                     |                    |                    |
|---------------------------------------|---------------------|---------------------|--------------------|--------------------|
| <b>Capital revenue</b>                |                     |                     |                    |                    |
| Capital grants - state                | (1,572,106)         | (1,708,833)         | (7,860,529)        |                    |
| Capital grants - federal              |                     |                     |                    | (6,328,000)        |
| Net gain / loss on disposal of assets |                     | (255,777)           | (459,500)          | (459,500)          |
| <b>Total capital revenue</b>          | <b>(1,572,106)</b>  | <b>(1,964,610)</b>  | <b>(8,320,029)</b> | <b>(6,787,500)</b> |
| <b>Capital expenses</b>               |                     |                     |                    |                    |
| Net gain / loss on disposal of assets | 191,310             |                     |                    |                    |
| <b>Total capital expenses</b>         | <b>191,310</b>      |                     |                    |                    |
| <b>Operating deficit/(surplus)</b>    | <b>(11,769,427)</b> | <b>(12,846,137)</b> | <b>(5,892,032)</b> | <b>(6,378,605)</b> |

## Financial Position Statement

The information below provides details on the financial position or balance sheet as at 31 December 2012.

### Balance Sheet

December 2012

|                                             | Actual YTD          | Forecast Budget     | Original Budget     |
|---------------------------------------------|---------------------|---------------------|---------------------|
| <b>Current assets</b>                       |                     |                     |                     |
| Cash and cash equivalents                   | 8,850,698           | 5,066,000           | 5,066,000           |
| Trade and other receivables                 | 18,167,103          | 2,504,999           | 2,504,999           |
| Inventories                                 | 191,768             | 171,999             | 171,999             |
| <b>Total current assets</b>                 | <b>27,209,569</b>   | <b>7,742,998</b>    | <b>7,742,998</b>    |
| <b>Non-current assets</b>                   |                     |                     |                     |
| Other non-current assets                    | 376,712             | 441,000             | 441,000             |
| Property, infrastructure, plant & equipment | 245,119,190         | 235,724,001         | 235,724,001         |
| <b>Total non-current assets</b>             | <b>245,495,902</b>  | <b>236,165,001</b>  | <b>236,165,001</b>  |
| <b>Total assets</b>                         | <b>272,705,471</b>  | <b>243,907,999</b>  | <b>243,907,999</b>  |
| <b>Current liabilities</b>                  |                     |                     |                     |
| Trade and other payables                    | (2,189,229)         | (1,567,000)         | (1,567,000)         |
| Interest-bearing loans and borrowings       | (201,968)           | (486,000)           | (486,000)           |
| Trust                                       | (311,689)           | (229,999)           | (229,999)           |
| Provisions                                  | (3,563,715)         | (3,514,999)         | (3,514,999)         |
| <b>Total current liabilities</b>            | <b>(6,266,601)</b>  | <b>(5,797,998)</b>  | <b>(5,797,998)</b>  |
| <b>Non-current liabilities</b>              |                     |                     |                     |
| Trade and other payables                    | (2,381,869)         |                     |                     |
| Interest-bearing loans and borrowings       | (3,796,432)         | (4,770,000)         | (4,770,000)         |
| Provisions                                  | (3,706,065)         | (4,527,000)         | (4,527,000)         |
| <b>Total non-current liabilities</b>        | <b>(9,884,366)</b>  | <b>(9,297,000)</b>  | <b>(9,297,000)</b>  |
| <b>Total liabilities</b>                    | <b>(16,150,967)</b> | <b>(15,094,998)</b> | <b>(15,094,998)</b> |
| <b>Net assets</b>                           | <b>256,554,504</b>  | <b>228,813,001</b>  | <b>228,813,001</b>  |
| <b>Equity</b>                               |                     |                     |                     |
| Accumulated surplus                         | (99,760,049)        | (101,496,001)       | (101,496,001)       |
| Asset revaluation reserve                   | (145,850,209)       | (122,205,000)       | (122,205,000)       |

|                     |                      |                      |                      |
|---------------------|----------------------|----------------------|----------------------|
| Other reserves      | (10,944,246)         | (5,112,000)          | (5,112,000)          |
| <b>Total equity</b> | <b>(256,554,504)</b> | <b>(228,813,001)</b> | <b>(228,813,001)</b> |

## Capital Works Statement

The information below provides details on the capital works expenditure as at 31 December 2012.

### Capital Works

December 2012

| Category                      | Actual YTD       | Budget YTD       | Forecast Budget   | Original Budget   |
|-------------------------------|------------------|------------------|-------------------|-------------------|
| Bridge & Culvert              | 115,811          | 976,539          | 1,838,467         | 1,368,000         |
| Building Habitable Structures | 302,433          | 1,225,358        | 10,656,182        | 5,300,000         |
| Drainage                      | 41,506           | 325,392          | 722,780           | 895,000           |
| Footpath and Cycleways        | 230,962          | 230,960          | 761,837           | 300,000           |
| Kerb & Channelling            | 97,461           | 58,002           | 149,000           | 75,000            |
| Land Improvements - Parks     | 52,417           | 32,220           | 89,416            | 255,000           |
| Off Street Car Parking        | 63,663           | 84,707           | 234,707           | -                 |
| Other Structures              | 645,654          | 528,909          | 1,425,202         | 1,128,665         |
| Plant & Equipment             | 1,148,756        | 1,107,958        | 2,182,956         | 2,305,400         |
| Roads                         | 1,347,213        | 2,204,556        | 4,409,069         | 4,330,000         |
| <b>Capital Works Total</b>    | <b>4,045,875</b> | <b>6,774,601</b> | <b>22,469,616</b> | <b>15,957,065</b> |

## Capital Works and Major Projects Programme Update

The capital works and major projects budget for the 2012-2013 financial year is \$16.277 million of which \$15.957 million relates to capital asset works.

Through the use of monthly project reporting, project managers have indicated that most projects are on schedule to be completed by June 2013, and that there are no major budget issues identified.

Three projects have been identified for deferral, which include the renewal of Council's two-way radio system, and the reduction of the budget allocated to the Thomson Street Outfall in Apollo Bay. Further details can be seen in the 'Forecast Changes' section of the report.

A new project has been included in the programme, which is to be funded via the reduction of the footpath renewal programme. This project involves the construction of a gravel footpath along Queen Street between Aireys Street and Slater Street, Elliminyt. The project is estimated to cost \$27,000 and will provide a safer pedestrian pathway in a particularly dangerous section of Queen Street. The reduction of the footpath renewal programme will result in three (3) sections of footpath scheduled for renewal this financial year to be deferred.

Overall projects are progressing well and indicate project completion will be achieved by June 2013 for the majority. To date there are four (4) projects identified as behind schedule, however at this stage it is anticipated only one (1) will not be completed within the financial year. This project is for the Tender and Acquisition of the Apollo Bay Harbour Dredge and is fully funded by the Department of Transport. The other three (3) projects identified as behind schedule are still expected to be completed within the financial year.

To date, total expenditure of the Capital Works and Major Projects programme is at approximately \$4.719 million. While the level of expenditure is not high compared with the progress through the financial year, significant expenditure is forecast to occur during and post the construction period of December 2012 through April 2013.

## Significant budget variations

A budget is an estimate or expectation of Council's performance over the course of the financial year. It is expected that as the year progresses the actual performance of Council will vary from the original budget. These changes are recognised as variations and are included as a forecast budget. As part of the second quarter review the value of the carried forward projects (as a significant variation to the adopted budget) has been recognised in the forecast budget. No other significant variations have been identified.

## Carry Forward Projects

Those projects and activities that were incomplete at the end of the 2011-2012 financial year and where a commitment exists for the expenditure and/or income to be incurred/raised have been listed below.

In summary, the value of carried forward items from 2011-2012 is:

|              | Expenditure | Income     | Net Result |
|--------------|-------------|------------|------------|
| <b>Total</b> | 12,892,655  | -9,628,561 | 3,264,094  |

| Project/Activity                                           | Carry-over Expense | Carry-over Income | Net Result       |
|------------------------------------------------------------|--------------------|-------------------|------------------|
| <b>Major Projects</b>                                      | <b>1,789,713</b>   | <b>-758,300</b>   | <b>1,031,413</b> |
| Apollo Bay Harbour Master Plan Planning Scheme Amendment   | 255,000            | -9,500            | 245,500          |
| Apollo Bay Library project                                 | 487,500            | -177,800          | 309,700          |
| Birregurra Neighbourhood Character Study                   | 14,744             | 0                 | 14,743           |
| Birregurra Structure Plan Implementation                   | 34,071             | 0                 | 34,071           |
| Building condition audit and updated 10 year works program | 10,734             | 0                 | 10,734           |
| Business Continuity                                        | 20,200             | 0                 | 20,200           |
| Climate Resilient Communities of the Barwon South West     | 746,000            | -537,500          | 208,500          |
| Colac High School Master Plan                              | 59,691             | -18,000           | 41,691           |
| Colac Marketing Strategy                                   | 14,466             | 0                 | 14,466           |
| Heavy Vehicle Truck Study                                  | 58,817             | 0                 | 58,817           |

| Project/Activity                                                                                                                           | Carry-over<br>Expense | Carry-over<br>Income | Net Result       |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|------------------|
| Main Drainage Review - Apollo Bay                                                                                                          | 8,557                 | 0                    | 8,557            |
| Resilience and Capacity Towards Adversity - Community Engagement DPCD                                                                      | 4,221                 | -3,000               | 1,221            |
| Review Kindergarten Action Plans - Year 2                                                                                                  | 10,000                | -10,000              | 0                |
| Rural Living Strategy Implementation                                                                                                       | 26,405                | 0                    | 26,405           |
| Strategic Road Network Costing and Review                                                                                                  | 35,000                | 0                    | 35,000           |
| Volunteering Portal Project                                                                                                                | 4,307                 | -2,500               | 1,807            |
| <b>Additional Projects</b>                                                                                                                 | <b>9,985,933</b>      | <b>-8,319,825</b>    | <b>1,666,108</b> |
| Active Transport Strategy                                                                                                                  | 50,000                | -30,000              | 20,000           |
| Advancing Country Towns Project                                                                                                            | 727,273               | -428,000             | 299,273          |
| Apollo Bay Recreation Reserve Change Room Upgrade - Country Football Netball Programme                                                     | 4,000                 | -4,000               | 0                |
| Authority Implementation - Contracts Module loading                                                                                        | 2,500                 | 0                    | 2,500            |
| Authority Implementation - Purchasing Requisitions Module loading                                                                          | 3,130                 | 0                    | 3,130            |
| BCLGRP - Rabbit Control Programme                                                                                                          | 7,668                 | -7,500               | 168              |
| Bluewater Fitness Centre Redevelopment                                                                                                     | 8,398,811             | -7,510,000           | 888,811          |
| Bush tender at Barongarook Covenant property                                                                                               | 1,035                 | 0                    | 1,035            |
| Bushfire Local Planning Policy                                                                                                             | 119,960               | 0                    | 119,960          |
| Carbon Neutral Plan Project                                                                                                                | 45,000                | -25,000              | 20,000           |
| Municipal Fire and Emergency Management Resourcing Programme                                                                               | 9,134                 | 0                    | 9,134            |
| Otway Districts Netball Court Redevelopment                                                                                                | 160,000               | -145,000             | 15,000           |
| Planned Activity Group (PAG)                                                                                                               | 16,505                | -16,505              | 0                |
| Risk Register & OH&S Gap Analysis                                                                                                          | 25,520                | 0                    | 25,520           |
| STIP Programme - Wye River Pathway                                                                                                         | 50,000                | -30,000              | 20,000           |
| Taskforce 23 - Stage One investigation and development of recommendation report for potential Neighbourhood Safer Places at Barwon Downs   | 23,772                | 0                    | 23,772           |
| Taskforce 23 - Stage One investigation and development of recommendation report for potential Neighbourhood Safer Places at Carlisle River | 36,736                | 0                    | 36,736           |
| Taskforce 23 - Stage One investigation and development of recommendation report for potential Neighbourhood Safer Places at Forrest        | 56,475                | 0                    | 56,475           |
| Tennis Court Reconstruction - Beeac                                                                                                        | 140,000               | -84,729              | 55,271           |
| Warncoort Tennis Club Shed construction                                                                                                    | 19,091                | -19,091              | 0                |
| Improving Liveability for Older People (ILOP)                                                                                              | 89,323                | -20,000              | 69,323           |
| <b>Capital</b>                                                                                                                             | <b>1,117,009</b>      | <b>-550,436</b>      | <b>566,573</b>   |
| Beeac Street Lighting                                                                                                                      |                       | -3,236               | -3,236           |
| Birregurra Toilet Upgrade                                                                                                                  | 90,086                | 0                    | 90,086           |
| Cressy Upgrade                                                                                                                             | 14,573                | -20,000              | -5,427           |
| Hordern Vale Hall Upgrade                                                                                                                  | 1,583                 | -30,000              | -28,417          |

| Project/Activity                                                                    | Carry-over<br>Expense | Carry-over<br>Income | Net Result       |
|-------------------------------------------------------------------------------------|-----------------------|----------------------|------------------|
| Lake Colac Redevelopment Stage 2                                                    | 28,028                | -5,000               | 23,028           |
| Old Beechy Rail Trail                                                               | 399,915               | -250,000             | 149,915          |
| Sealed Roads - Upgrade - Sinclair Street South Construction (special charge scheme) |                       | -182,200             | -182,200         |
| Tennis Court Resurface Programme - Barwon Downs Tennis Court Reseal                 | 16,055                | -30,000              | -13,945          |
| Tennis Court Resurface Programme - Forrester Tennis Court Reseal                    | 13,682                | -30,000              | -16,318          |
| Pascoe Street car park                                                              | 82,620                | 0                    | 82,620           |
| Bridge Renewal Programme - Country Roads & Bridges                                  | 470,467               | 0                    | 470,467          |
| <b>Grand Total</b>                                                                  | <b>12,892,655</b>     | <b>-9,628,561</b>    | <b>3,264,094</b> |

### Forecast Changes

In addition to the annual carry forward project process, adjustments to Council's budget (forecast changes), occur throughout the financial year. These changes include projects that are deferred or cancelled, projects that are adjusted due to additional funding (or reductions in funding), and projects that are new projects that were not known at the time of preparing the annual budget.

A number of projects that were budgeted for in 2011-2012 period have been brought forward to the 2012-2013 financial year to assist with the cash flow deficit from the 2011-2012 period. The value of these works equates to \$379,684, which has been balanced by the deferral of the replacement of the two way radio system and the works related to the Thomson Street outfall duplication.

In addition, there has been a reduction in the footpath replacement programme to provide funding for a new (and previously unbudgeted for) gravel footpath to be constructed along Queen Street.

| Project                            | Details                                                                                                                                                                                                                                                                                                                                                                      | Income          | Expenditure           |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------|
| Two way radio system replacement   | The project has been deferred for consideration in future budgets as it is felt that additional project investigation is required to be undertaken in conjunction with neighbouring shires to ensure compatibility of the system during emergency events.                                                                                                                    | Original<br>\$0 | Original<br>\$171,600 |
|                                    |                                                                                                                                                                                                                                                                                                                                                                              | Revised<br>\$0  | Revised<br>\$0        |
| Thomson Street Outfall duplication | Project scope has been adjusted and split across two (2) years with year one (2012-2013) involving the detailed design for stormwater outfall duplication with works to be undertaken in the future. Significant work is required for design which will impact on the ability of Council to deliver the construction component within budget and within this financial year. | Original<br>\$0 | Original<br>\$305,000 |
|                                    |                                                                                                                                                                                                                                                                                                                                                                              | Revised<br>\$0  | Revised<br>\$97,316   |
| Footpath renewal programme.        | The renewal programme budget reduced to provide funds for the construction of new gravel footpath along Queen Street between Aireys Street and Slater Street, Elliminyt. The result is                                                                                                                                                                                       | Original<br>\$0 | Original<br>\$361,922 |
|                                    |                                                                                                                                                                                                                                                                                                                                                                              | Revised<br>\$0  | Revised<br>\$334,922  |

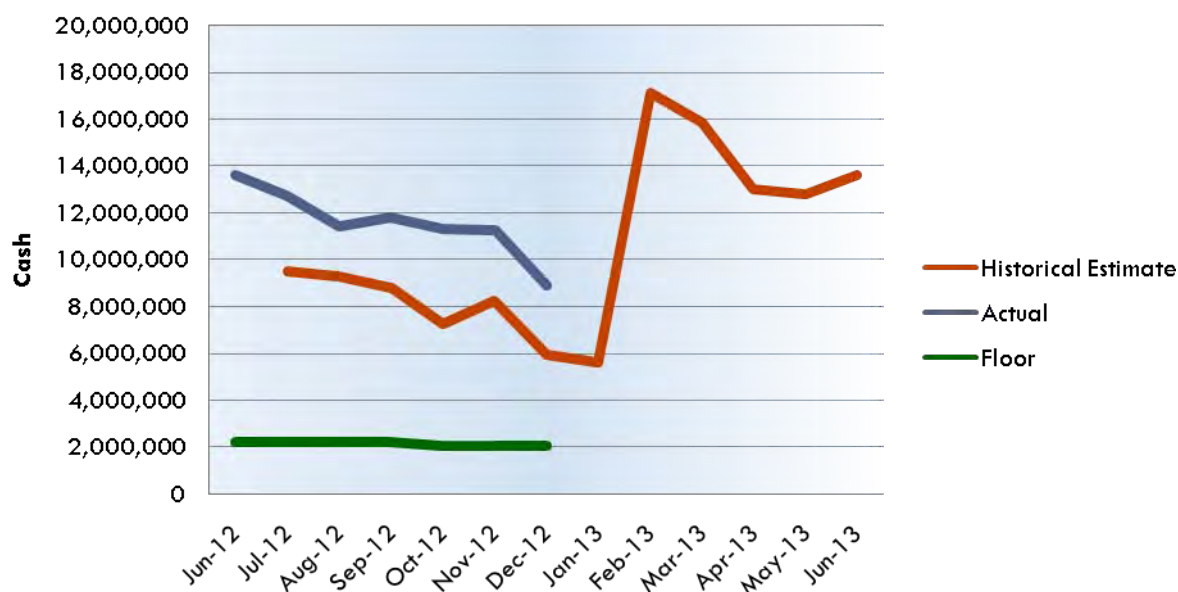
| Project                | Details                                                                                                                                                                                                                                                   | Income   | Expenditure |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|
| Queen Street footpath. | the deferral of three (3) sections of footpath due for renewal.<br>The construction of new gravel footpath along Queen Street from Aireys Street to Slater Street, Elliminyt. Funds to be sourced by reducing the footpath renewal programme by \$27,000. |          |             |
|                        |                                                                                                                                                                                                                                                           | Original | Original    |
|                        |                                                                                                                                                                                                                                                           | \$0      | \$0         |
|                        |                                                                                                                                                                                                                                                           | Revised  | Revised     |
|                        |                                                                                                                                                                                                                                                           | \$0      | \$27,000    |

## Cash Balance

The charts below gives an indication of how the cash balances of Council may perform over the course of the 2012-2013 financial year. The first chart, Cash at Bank Balance, portrays:

- The Estimate – which is an estimation of what the cash balance may be at the end of each month based entirely upon historical averages.
- The Actual – which is the actual balance at the end of each month of the year up to and including December 2012.
- The Floor – which is the value of Council cash balance at which point Council's operating funds are zero (0). With cash balances below the "Floor", Council would be using its overdraft facility.

### Cash at Bank Balance

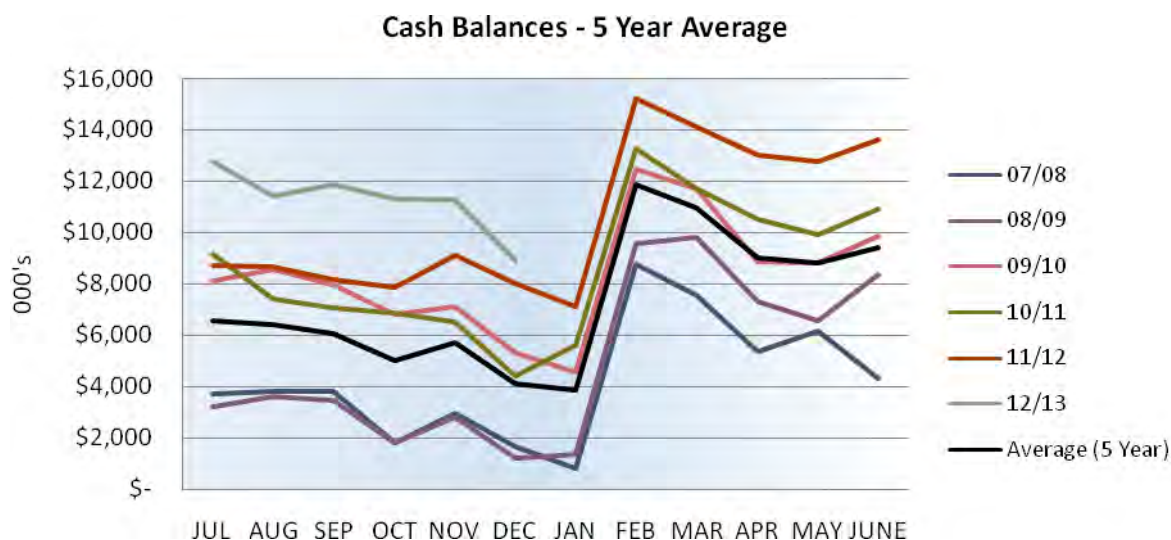


|        |           |            |           |
|--------|-----------|------------|-----------|
| Jul-12 | 9,523,766 | 12,750,015 | 2,243,211 |
| Aug-12 | 9,268,988 | 11,427,494 | 2,243,211 |
| Sep-12 | 8,801,413 | 11,832,153 | 2,243,211 |
| Oct-12 | 7,262,613 | 11,298,860 | 2,063,709 |
| Nov-12 | 8,245,534 | 11,253,293 | 2,071,172 |



|        |           |           |           |
|--------|-----------|-----------|-----------|
| Dec-12 | 5,949,639 | 8,918,403 | 2,078,736 |
|--------|-----------|-----------|-----------|

The following chart provides details on the cash balances at month end for the five (5) years prior to the 2012-2013 financial year. The chart also includes the five (5) year average of those cash balances.



Council's overall position, although appearing relatively strong in the financial statements, remains susceptible to shocks and is limited in its ability to take advantage of opportunities as they arise. Council can be more sustainable in the longer term provided it:

- Ensures it is in a position to undertake the necessary changes to make business more efficient;
- Seeks other and opportunistic revenue generation opportunities, such as grants funding, structured borrowing strategies, charge schemes and other entrepreneurial activities.

Given the level of expected future demands on Council and the level of current reserves, Council must critically evaluate its resource capability before any commitment is made to additional works or projects, regardless of the opportunity it may offer. Council needs to vigilantly adhere to the principles of planning and "whole of life" considerations before committing to funding any new or expanded activities.

## Investment Report

| Deposit                                    | Minimum Rate | Maximum Rate | Average |
|--------------------------------------------|--------------|--------------|---------|
| <b>TOTAL PORTFOLIO</b>                     |              |              |         |
| <b>Total</b>                               | 3.00%        | 3.50 %       | 3.25%   |
| <b>GENERAL INVESTMENTS</b>                 |              |              |         |
| <b>At-Call Deposits</b>                    | 3.00%        | 3.50%        | 3.25%   |
| <b>Total</b>                               | 3.00%        | 3.50%        | 3.25%   |
| <b>LONG SERVICE LEAVE INVESTMENT</b>       |              |              |         |
| <b>Total</b>                               | 4.25%        | 4.40%        | 4.32%   |
| <b>PERFORMANCE BENCHMARK</b>               |              |              |         |
| <b>Reserve Bank of Australia Cash Rate</b> | 3.03%        | 3.50%        | 3.18%   |
| <b>90-Day Bank Bill Index</b>              | 3.11%        | 3.55%        | 3.17%   |

Funds have predominately been held At-Call for the duration of this quarter. This has had an impact on the performance of the portfolio compared to the first quarter of 2011-2012.

Subsequently the portfolio has performed at 7 basis points (0.07%) above the Reserve Bank of Australia (RBA) cash rate (3.18%) and 0.08% above the average 90-day bank bill index (3.17%).

The balance of Council's Investment Portfolio at the end of the quarter was approximately \$8.29 million.

## Underlying result

The underlying operating result is a measure of the capacity of a municipality to finance recurrent services, pay debt interest and meet the cost of asset use (depreciation). Continuing deficits indicate that the asset base is being eroded and that insufficient resources are being allocated to meeting current service demands.

The model utilised by Colac Otway Shire to calculate the underlying operating result is to deduct from the operating surplus/deficit shown in the Income Statement: capital grants, cash contributions (e.g. developer contributions) contributed non-cash assets; asset revaluations and other "once off" adjustments.

The underlying result for the Colac Otway Shire is displayed below.

|                                     | December Actual YTD | December Budget YTD | Forecast Budget | Original Budget |
|-------------------------------------|---------------------|---------------------|-----------------|-----------------|
| Underlying result (surplus)/deficit | (7,608,509)         | (10,881,527)        | 2,427,997       | 408,895         |

## **Audit Committee**

The purpose of the committee is to “assist the Council in its oversight responsibilities by monitoring, reviewing and advising accounting, auditing, compliance and risk management related matters as well as to provide a forum for communication between the Council, management and the internal and external auditors.

The audit committee meets four (4) times per annum and as at 31 December 2012 has met on two (2) occasions this financial year.

Council's internal audit function reports to the audit committee and conducts regular audits on activities such as those related to the purchasing of goods and services, various risks to Council and the quality and effectiveness of Council's services. In addition four (4) major audits are conducted by external auditors each year. Council has appointed Crowe Horwath as the external audit provider for the period July 2012 to June 2015.

An audit plan for this period along with detailed audit plans for the five (5) audits to be conducted during the 2012-2013 financial year have been prepared. Two (2) audits have commenced during the quarter along with a Fraud Risk Management and Control Review. The audits performed were:

- Information Technology Environment Review; and
- Payroll Review

A further two audits are currently in the planning phase and will be conducted over the remainder of the financial year.

## **Service Summary**

The information in the following pages provides an indication of the income and expense attributed to each department, business unit and section of Council as at 31 December 2012.

### Service Summary

| Department                                           | Business Unit                                                |         | December<br>Actual YTD | December<br>Budget YTD | Forecast Budget     |
|------------------------------------------------------|--------------------------------------------------------------|---------|------------------------|------------------------|---------------------|
| <b>Chief Executive Office</b>                        |                                                              |         | <b>495,132</b>         | <b>505,748</b>         | <b>1,068,620</b>    |
| <b>CEO</b>                                           |                                                              |         | <b>331,940</b>         | <b>304,032</b>         | <b>606,093</b>      |
|                                                      | <i>Executive Office Section</i>                              |         | <b>268,426</b>         | <b>217,811</b>         | <b>434,133</b>      |
|                                                      |                                                              | Expense | 270,106                | 217,811                | 434,133             |
|                                                      |                                                              | Income  | (1,680)                | 0                      | 0                   |
|                                                      | <i>Public Relations &amp; Marketing Section</i>              |         | <b>63,513</b>          | <b>86,221</b>          | <b>171,960</b>      |
|                                                      |                                                              | Expense | 63,513                 | 86,221                 | 171,960             |
| <b>Council</b>                                       |                                                              |         | <b>163,193</b>         | <b>201,716</b>         | <b>462,527</b>      |
|                                                      | <i>Elected Members Section</i>                               |         | <b>163,193</b>         | <b>201,716</b>         | <b>462,527</b>      |
|                                                      |                                                              | Expense | 163,513                | 201,716                | 475,527             |
|                                                      |                                                              | Income  | (321)                  | 0                      | (13,000)            |
| <b>Corporate &amp; Community Services</b>            |                                                              |         | <b>(14,818,376)</b>    | <b>(15,569,161)</b>    | <b>(26,610,989)</b> |
| <b>Corporate &amp; Community Services Management</b> |                                                              |         | <b>467,431</b>         | <b>502,516</b>         | <b>976,317</b>      |
|                                                      | <i>Corporate &amp; Community Services Management Section</i> |         | <b>149,165</b>         | <b>176,188</b>         | <b>332,665</b>      |
|                                                      |                                                              | Expense | 174,103                | 201,187                | 357,915             |
|                                                      |                                                              | Income  | (24,938)               | (24,999)               | (25,250)            |
|                                                      | <i>Library Section</i>                                       |         | <b>318,266</b>         | <b>326,328</b>         | <b>643,652</b>      |
|                                                      |                                                              | Expense | 326,005                | 329,574                | 659,152             |
|                                                      |                                                              | Income  | (7,738)                | (3,246)                | (15,500)            |
| <b>Finance &amp; Customer Service</b>                |                                                              |         | <b>(17,816,841)</b>    | <b>(18,849,708)</b>    | <b>(32,747,559)</b> |
|                                                      | <i>Customer Service Section</i>                              |         | <b>208,300</b>         | <b>213,975</b>         | <b>428,392</b>      |
|                                                      |                                                              | Expense | 208,472                | 214,724                | 429,892             |
|                                                      |                                                              | Income  | (172)                  | (749)                  | (1,500)             |
|                                                      | <i>Financial Services Section</i>                            |         | <b>(743,325)</b>       | <b>(2,340,316)</b>     | <b>(4,446,162)</b>  |
|                                                      |                                                              | Expense | 741,791                | 942,359                | 1,637,998           |
|                                                      |                                                              | Income  | (1,485,116)            | (3,282,675)            | (6,084,160)         |
|                                                      | <i>Property &amp; Rates Section</i>                          |         | <b>(20,562,864)</b>    | <b>(20,758,257)</b>    | <b>(20,850,672)</b> |
|                                                      |                                                              | Expense | 240,050                | 251,716                | 484,688             |
|                                                      |                                                              | Income  | (20,802,914)           | (21,009,973)           | (21,335,360)        |
|                                                      | <i>Vic Roads Section</i>                                     |         | <b>(1,278)</b>         | <b>(1,524)</b>         | <b>(3,052)</b>      |
|                                                      |                                                              | Expense | (1,278)                | (1,524)                | (3,052)             |
|                                                      | <i>Accounting Adjustments Section</i>                        |         | <b>3,282,326</b>       | <b>4,036,414</b>       | <b>(7,876,065)</b>  |
|                                                      |                                                              |         | 2,889,656              | 4,036,414              | (7,876,065)         |
|                                                      |                                                              |         | 392,670                | 0                      | 0                   |
| <b>Health &amp; Community Services</b>               |                                                              |         | <b>266,915</b>         | <b>284,239</b>         | <b>598,177</b>      |
|                                                      | <i>Aged &amp; Disability Services Section</i>                |         | <b>102,691</b>         | <b>110,014</b>         | <b>218,735</b>      |
|                                                      |                                                              | Expense | 374,006                | 360,322                | 710,535             |
|                                                      |                                                              | Income  | (271,316)              | (250,308)              | (491,800)           |
|                                                      | <i>Children &amp; Family Services Section</i>                |         | <b>98,579</b>          | <b>115,258</b>         | <b>228,747</b>      |
|                                                      |                                                              | Expense | 98,579                 | 115,258                | 228,747             |
|                                                      |                                                              | Income  | 59,354                 | 72,044                 | 176,865             |
|                                                      | <i>Health &amp; Community Service Management Section</i>     |         | <b>145,444</b>         | <b>154,083</b>         | <b>301,465</b>      |
|                                                      |                                                              | Expense | (86,090)               | (82,039)               | (124,600)           |
|                                                      | <i>Public Health Section</i>                                 |         | <b>(10,038)</b>        | <b>422</b>             | <b>842</b>          |
|                                                      |                                                              | Expense | 31,963                 | 33,419                 | 66,901              |
|                                                      |                                                              | Income  | (42,002)               | (32,997)               | (66,059)            |
|                                                      | <i>Rural Access Section</i>                                  |         | <b>(5,231)</b>         | <b>(2)</b>             | <b>0</b>            |
|                                                      |                                                              | Expense | 37,617                 | 35,669                 | 71,413              |
|                                                      |                                                              | Income  | (42,848)               | (35,671)               | (71,413)            |
|                                                      | <i>Transport Connections</i>                                 |         | <b>21,562</b>          | <b>(13,497)</b>        | <b>(27,012)</b>     |
|                                                      |                                                              | Expense | 1,078,197              | 998,398                | 1,998,830           |
|                                                      |                                                              | Income  | (1,056,636)            | (1,011,895)            | (2,025,842)         |

| Department                                    | Business Unit                                            |         | December<br>Actual YTD | December<br>Budget YTD | Forecast Budget  |
|-----------------------------------------------|----------------------------------------------------------|---------|------------------------|------------------------|------------------|
| <b>Information Services</b>                   |                                                          |         | <b>742,370</b>         | <b>735,373</b>         | <b>1,449,976</b> |
|                                               | <i>Information Management Section</i>                    |         | <b>143,441</b>         | <b>152,113</b>         | <b>302,529</b>   |
|                                               |                                                          | Expense | 143,441                | 152,113                | 302,529          |
|                                               | <i>Information Services Unit Section</i>                 |         | <b>598,929</b>         | <b>583,260</b>         | <b>1,147,447</b> |
|                                               |                                                          | Expense | 601,999                | 585,760                | 1,150,447        |
|                                               |                                                          | Income  | (3,070)                | (2,500)                | (3,000)          |
| <b>Organisation Support &amp; Development</b> |                                                          |         | <b>685,474</b>         | <b>739,692</b>         | <b>1,236,484</b> |
|                                               | <i>Human Resources Section</i>                           |         | <b>139,309</b>         | <b>197,086</b>         | <b>428,530</b>   |
|                                               |                                                          | Expense | 141,128                | 197,086                | 428,530          |
|                                               |                                                          | Income  | (1,818)                | 0                      | 0                |
|                                               | <i>Organisational Development Section</i>                |         | <b>127,721</b>         | <b>167,284</b>         | <b>317,279</b>   |
|                                               |                                                          | Expense | 127,721                | 167,284                | 317,279          |
|                                               | <i>Risk Management Section</i>                           |         | <b>418,444</b>         | <b>375,322</b>         | <b>490,675</b>   |
|                                               |                                                          | Expense | 424,468                | 390,308                | 520,675          |
|                                               |                                                          | Income  | (6,024)                | (14,986)               | (30,000)         |
| <b>Recreation Arts &amp; Culture</b>          |                                                          |         | <b>836,274</b>         | <b>1,018,727</b>       | <b>1,875,616</b> |
|                                               | <i>Bluewater Fitness Centre Section</i>                  |         | <b>238,123</b>         | <b>252,117</b>         | <b>502,503</b>   |
|                                               |                                                          | Expense | 621,617                | 644,121                | 1,262,508        |
|                                               |                                                          | Income  | (383,494)              | (392,004)              | (760,005)        |
|                                               | <i>COPACC Section</i>                                    |         | <b>159,275</b>         | <b>180,372</b>         | <b>363,061</b>   |
|                                               |                                                          | Expense | 512,083                | 474,558                | 949,926          |
|                                               |                                                          | Income  | (352,808)              | (294,186)              | (586,865)        |
|                                               | <i>Other Leisure &amp; Fitness Centres Section</i>       |         | <b>1,991</b>           | <b>17,127</b>          | <b>45,110</b>    |
|                                               |                                                          | Expense | 5,775                  | 21,414                 | 56,200           |
|                                               |                                                          | Income  | (3,785)                | (4,287)                | (11,090)         |
|                                               | <i>Recreation &amp; Events Section</i>                   |         | <b>302,868</b>         | <b>409,600</b>         | <b>681,547</b>   |
|                                               |                                                          | Expense | 321,253                | 427,235                | 716,122          |
|                                               |                                                          | Income  | (18,385)               | (17,635)               | (34,575)         |
|                                               | <i>Recreation, Arts &amp; Culture Management Section</i> |         | <b>134,016</b>         | <b>159,511</b>         | <b>283,395</b>   |
|                                               |                                                          | Expense | 134,016                | 159,511                | 283,395          |
| <b>Infrastructure &amp; Services</b>          |                                                          |         | <b>1,029,239</b>       | <b>1,767,914</b>       | <b>6,191,053</b> |
| <b>Capital Works Management</b>               |                                                          |         | <b>353,286</b>         | <b>407,089</b>         | <b>783,913</b>   |
|                                               | <i>Capital Works Management Section</i>                  |         | <b>353,286</b>         | <b>407,089</b>         | <b>783,913</b>   |
|                                               |                                                          | Expense | 363,113                | 413,839                | 797,413          |
|                                               |                                                          | Income  | (9,827)                | (6,750)                | (13,500)         |
| <b>COSWORKS (Colac Otway Shire Works)</b>     |                                                          |         | <b>1,980,090</b>       | <b>2,294,249</b>       | <b>4,287,946</b> |
|                                               | <i>COSWORKS Management Section</i>                       |         | <b>557,495</b>         | <b>481,102</b>         | <b>912,182</b>   |
|                                               |                                                          | Expense | 578,123                | 496,502                | 943,704          |
|                                               |                                                          | Income  | (20,628)               | (15,400)               | (31,522)         |
|                                               | <i>Parks &amp; Reserves Maintenance Section</i>          |         | <b>594,439</b>         | <b>686,499</b>         | <b>1,279,992</b> |
|                                               |                                                          | Expense | 639,538                | 686,499                | 1,279,992        |
|                                               |                                                          | Income  | (45,099)               | 0                      | 0                |
|                                               | <i>Road Maintenance Section</i>                          |         | <b>911,793</b>         | <b>1,215,315</b>       | <b>2,369,635</b> |
|                                               |                                                          | Expense | 911,793                | 1,215,315              | 2,369,635        |
|                                               | <i>Livestock Selling Centre Operations Section</i>       |         | <b>(83,637)</b>        | <b>(88,667)</b>        | <b>(273,863)</b> |
|                                               |                                                          | Expense | 184,075                | 212,381                | 466,137          |
|                                               |                                                          | Income  | (267,712)              | (301,048)              | (740,000)        |
| <b>Infrastructure Services Management</b>     |                                                          |         | <b>129,400</b>         | <b>143,592</b>         | <b>287,477</b>   |
|                                               | <i>Infrastructure Services Management Section</i>        |         | <b>129,400</b>         | <b>143,592</b>         | <b>287,477</b>   |
|                                               |                                                          | Expense | 129,400                | 143,592                | 287,477          |

| Department                                               | Business Unit                                                    |         | December<br>Actual YTD | December<br>Budget YTD | Forecast Budget     |
|----------------------------------------------------------|------------------------------------------------------------------|---------|------------------------|------------------------|---------------------|
| <b>Major Contracts</b>                                   |                                                                  |         | <b>(1,258,238)</b>     | <b>(1,097,107)</b>     | <b>820,634</b>      |
|                                                          | <i>Aerodrome Section</i>                                         |         | <b>15,403</b>          | <b>9,494</b>           | <b>18,910</b>       |
|                                                          |                                                                  | Expense | 15,502                 | 10,818                 | 21,560              |
|                                                          |                                                                  | Income  | (98)                   | (1,324)                | (2,650)             |
|                                                          | <i>Contract Management Section</i>                               |         | <b>127,496</b>         | <b>138,949</b>         | <b>246,263</b>      |
|                                                          |                                                                  | Expense | 144,326                | 151,441                | 271,263             |
|                                                          |                                                                  | Income  | (16,830)               | (12,492)               | (25,000)            |
|                                                          | <i>Waste Management Section</i>                                  |         | <b>(1,401,137)</b>     | <b>(1,245,550)</b>     | <b>555,461</b>      |
|                                                          |                                                                  | Expense | 1,307,507              | 1,510,384              | 3,527,939           |
|                                                          |                                                                  | Income  | (2,708,644)            | (2,755,934)            | (2,972,478)         |
| <b>Plant Operations</b>                                  |                                                                  |         | <b>(607,705)</b>       | <b>(518,617)</b>       | <b>(1,149,959)</b>  |
|                                                          | <i>Heavy Plant</i>                                               |         | <b>(444,031)</b>       | <b>(367,036)</b>       | <b>(866,039)</b>    |
|                                                          |                                                                  | Expense | (428,849)              | (340,036)              | (812,039)           |
|                                                          |                                                                  | Income  | (15,182)               | (27,000)               | (54,000)            |
|                                                          | <i>Light Plant</i>                                               |         | <b>(163,674)</b>       | <b>(151,581)</b>       | <b>(283,920)</b>    |
|                                                          |                                                                  | Expense | (163,674)              | (151,581)              | (283,920)           |
| <b>Sustainable Assets</b>                                |                                                                  |         | <b>432,406</b>         | <b>538,708</b>         | <b>1,161,042</b>    |
|                                                          | <i>Council Facilities Section</i>                                |         | <b>155,283</b>         | <b>208,703</b>         | <b>476,349</b>      |
|                                                          |                                                                  | Expense | 155,283                | 208,703                | 476,349             |
|                                                          | <i>Sustainable Assets Management Section</i>                     |         | <b>277,123</b>         | <b>330,005</b>         | <b>684,693</b>      |
|                                                          |                                                                  | Expense | 277,123                | 330,005                | 684,693             |
| <b>Sustainable Planning &amp; Development Services</b>   |                                                                  |         | <b>1,738,681</b>       | <b>1,833,008</b>       | <b>3,739,365</b>    |
| <b>Economic Development</b>                              |                                                                  |         | <b>454,280</b>         | <b>525,737</b>         | <b>1,062,820</b>    |
|                                                          | <i>Business Section</i>                                          |         | <b>188,951</b>         | <b>195,875</b>         | <b>396,788</b>      |
|                                                          |                                                                  | Expense | 195,090                | 197,875                | 398,788             |
|                                                          |                                                                  | Income  | (6,139)                | (2,000)                | (2,000)             |
|                                                          | <i>Tourism Section</i>                                           |         | <b>265,329</b>         | <b>329,862</b>         | <b>666,032</b>      |
|                                                          |                                                                  | Expense | 440,974                | 479,711                | 962,777             |
|                                                          |                                                                  | Income  | (175,645)              | (149,849)              | (296,745)           |
| <b>Environment &amp; Community Safety</b>                |                                                                  |         | <b>522,754</b>         | <b>602,545</b>         | <b>1,115,583</b>    |
|                                                          | <i>Emergency Management Section</i>                              |         | <b>134,140</b>         | <b>161,098</b>         | <b>271,088</b>      |
|                                                          |                                                                  | Expense | 152,498                | 173,585                | 340,088             |
|                                                          |                                                                  | Income  | (18,359)               | (12,487)               | (69,000)            |
|                                                          | <i>Environment Section</i>                                       |         | <b>194,695</b>         | <b>258,215</b>         | <b>534,359</b>      |
|                                                          |                                                                  | Expense | 197,995                | 258,215                | 534,359             |
|                                                          |                                                                  | Income  | (3,300)                | 0                      | 0                   |
|                                                          | <i>Local Laws Section</i>                                        |         | <b>193,919</b>         | <b>183,232</b>         | <b>310,136</b>      |
|                                                          |                                                                  | Expense | 313,313                | 304,623                | 630,331             |
|                                                          |                                                                  | Income  | (119,394)              | (121,391)              | (320,195)           |
| <b>Planning &amp; Building</b>                           |                                                                  |         | <b>621,179</b>         | <b>559,481</b>         | <b>1,245,180</b>    |
|                                                          | <i>Building Control Section</i>                                  |         | <b>70,705</b>          | <b>52,783</b>          | <b>139,488</b>      |
|                                                          |                                                                  | Expense | 115,328                | 118,062                | 235,759             |
|                                                          |                                                                  | Income  | (44,623)               | (65,279)               | (96,271)            |
|                                                          | <i>Statutory Planning Section</i>                                |         | <b>441,023</b>         | <b>384,217</b>         | <b>827,739</b>      |
|                                                          |                                                                  | Expense | 504,542                | 480,550                | 962,071             |
|                                                          |                                                                  | Income  | (63,519)               | (96,333)               | (134,332)           |
|                                                          | <i>Strategic Planning Section</i>                                |         | <b>109,451</b>         | <b>122,481</b>         | <b>277,953</b>      |
|                                                          |                                                                  | Expense | 109,451                | 122,481                | 277,953             |
| <b>Sustainable Planning &amp; Development Management</b> |                                                                  |         | <b>140,468</b>         | <b>145,245</b>         | <b>315,782</b>      |
|                                                          | <i>Sustainable Planning &amp; Development Management Section</i> |         | <b>140,468</b>         | <b>145,245</b>         | <b>315,782</b>      |
|                                                          |                                                                  | Expense | 140,468                | 145,245                | 315,782             |
| <b>Grand Total</b>                                       |                                                                  |         | <b>(11,555,324)</b>    | <b>(11,462,491)</b>    | <b>(15,611,951)</b> |

## Contracts Awarded and Tenders Advertised

### October

#### Contracts Awarded

| Contract No. | Description                         | Contractor        | Value \$<br>(excluding GST) |
|--------------|-------------------------------------|-------------------|-----------------------------|
| 1221         | Local Bushfire Planning Policy      | Tract Consultants | 119,500                     |
| 1238         | Retail Energy & Associated Services | AGL Sales         | Schedule of Rates           |

#### Tenders Advertised

| Tender No. | Description                      | Closing Date |
|------------|----------------------------------|--------------|
| 1245       | Livestock Scanning Services      | 31/10/12     |
| 1248       | Supply & Deliver Backhoe         | 21/11/12     |
| 1249       | Supply & Deliver Reach Arm Mower | 21/11/12     |

### November

#### Contracts Awarded

| Contract No. | Description                          | Contractor       | Value \$<br>(excluding GST)       |
|--------------|--------------------------------------|------------------|-----------------------------------|
| 1242         | Linemarking Services                 | Supalux Pty Ltd  | Schedule of Rates                 |
| 1243         | Supply & Deliver 3-Tonne Tip Truck   | Winter & Taylor  | 86,295.45                         |
| 1244         | Supply & Deliver 4WD Out-Front Mower | GSW Grounds Care | 46,390<br>(trade – 7,500 inc GST) |
| 1246         | Supply & Deliver 5-Metre Tip Truck   | Winter & Taylor  | 132,150                           |

#### Tenders Advertised

| Tender No. | Description                                 | Closing Date |
|------------|---------------------------------------------|--------------|
| 1255       | Asphalt Works                               | 5/12/12      |
| 1256       | Gellibrand Netball Court Construction       | 12/12/12     |
| 1216       | Design & Construct Saleyards Roof Structure | 20/12/12     |



**December**

Contracts Awarded

| Contract No. | Description                                | Contractor            | Value \$<br>(excluding GST) |
|--------------|--------------------------------------------|-----------------------|-----------------------------|
| 1247         | Supply & Deliver Tandem Axle Float Trailer | Beavertail Trailers   | 38,100                      |
| 1249         | Supply & Deliver Reach Arm Mower           | International Mowers  | 68,500                      |
| 1255         | Asphalt Works                              | Boral Resources (Vic) | 102,647.08                  |
| 1256         | Gellibrand Netball Court Construction      | Deja Eight Pty Ltd    | 82,737.50                   |



E-mail Message

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**From:** Ranjani Jha [SMTP:ranjani.jha@colacotway.vic.gov.au]  
**To:** damian.sharrock@dse.vic.gov.au [SMTP:damian.sharrock@dse.vic.gov.au]  
**Cc:** Neil Allen [SMTP:neil.allen@colacotway.vic.gov.au]  
**Sent:** 3/12/2012 at 10:39 AM  
**Received:** 3/12/2012 at 10:39 AM  
**Subject:** Apollo Bay Airfield Licences - Minutes of Nov 2012 Council Meeting

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**Attachments:** image001.jpg

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Hi Damian

The matter of two licences at the Apollo Bay Airfield was discussed at the November 2012 Council meeting and the following was resolved (refer to the Minutes below).

Could you please advise of the further steps? If DSE is satisfied with the resolution I can arrange for the two licence agreements to be signed by the CEO and forward them to DSE for countersigning.

Please feel free to contact me in case you have any queries.

Regards

Ranjani

From: Maree Redmond  
Sent: Monday, 3 December 2012 9:28 AM  
To: Ranjani Jha  
Subject: Minutes

Motion - Moved Cr Chris Smith seconded Cr Michael Delahunty

1. That the two current operators at the Apollo Bay airfield be offered the opportunity to enter into either a three year or a 3+3+3 licence agreement.
2. That the licence SCHEDULE and LICENCE CONDITIONS shall be the same for both operators as the previous licence granted to Apollo Bay Aviation with the commencement date of 1 November 2009 with the following exceptions:
  - a. The licence fee rate will be \$3.00/m2 for the first year of the agreement

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8/01/2013

- b. The annual increase in fees will be in line with the Consumer Price Index (CPI)
- c. That in the case of a 3+3+3 year licence, the licence will continue each three years unless:
  - i. There is a breach of the Schedule or Licence Conditions
  - ii. Council identifies through an Apollo Bay Airfield Management Plan that there is reason to terminate or alter the licence.

CARRIED: 7 : 0

Maree Redmond  
Admin Assistant - Executive Officer, CEO, Mayor, & Councillors  
  
Executive Officer - Infrastructure & Services  
  
Health & Wellbeing Administrator  
  
Phone: 5232 9548  
Fax: 5232 9586  
  
Email: HYPERLINK  
"mailto:maree.redmond@colacotway.vic.gov.au"maree.redmond@colacotway.vic.gov.au  
  
Website: <http://www.colacotway.vic.gov.au/>  
  
logo



## Department of Sustainability and Environment

State Government Offices  
402-406 Mair Street  
Ballarat,  
Victoria, 3350  
Phone: 3356 6856  
Fax: 5336 6885

Your Ref:  
Our Ref: 2018457 & 2018458

10 December, 2012

Mr Ranjani Jha  
Colac-Otway Shire  
P.O. Box 283  
COLAC VIC 3250

Dear Mr Jha,

### **RENEWAL OF SECTION 17B CROWN LAND (RESERVES) ACT 1978 LICENCES FOR APOLLO BAY AVIATION AND TOROAIR PTY LTD**

I refer to the above Section 17B *Crown Land (Reserves) Act 1978* licences and recent communication between Colac-Otway Shire and the Department.

At the commencement of the current licences, the term of 3 years was agreed on by Colac-Otway Shire and DSE. At that time, until a strategy plan had being developed and put in place for the airport the Department would not favour any term longer than three years.

Colac-Otway Shire has advised the Department that Council passed a motion at their November meeting that the operators be offered the opportunity to enter into either a three year or 3+3+3 licence agreement.

New provisions added in 2009 do allow for a licence to issue up to a period of 10 years. However there are no provisions in the *Crown Land (Reserves) Act 1978* for a licence to have 'options' built in.

While the Department still does not favour a licence period longer than 3 years, it is willing to consider Council's request providing the reasons for requesting a term longer than 3 years is clearly provided. e.g. supported by a business, strategic or management plan.

If Council is going to offer the current operators licences for greater than 3 years, licence documents need to be prepared and submitted to the Department for approval in principal before any such offer is made to the licensees. The Department will seek the inclusion of special conditions relating to the full review of the licenses when an Apollo Bay Airfield Management Plan is completed

#### **Privacy Statement**

Any personal information about you or a third party in your correspondence will be protected under the provisions of the Information Privacy Act 2000. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorised by law. Enquiries about access to information about you held by the Department should be directed to the Manager Privacy, Department of Sustainability & Environment, PO Box 500, East Melbourne, 3002.



If you require any further information or have any questions please contact myself on 5336 6752 or email [damian.sharrock@dse.vic.gov.au](mailto:damian.sharrock@dse.vic.gov.au).

Yours sincerely,



**Damian Sharrock  
Property Officer  
Public Land – Land & Fire  
Ballarat  
South West Region**



E-mail Message

---

**From:** Ranjani Jha [SMTP:ranjani.jha@colacotway.vic.gov.au]  
**To:** damian.sharrock@dse.vic.gov.au [SMTP:damian.sharrock@dse.vic.gov.au]  
**Cc:** Neil Allen [SMTP:neil.allen@colacotway.vic.gov.au]  
**Sent:** 21/12/2012 at 9:28 AM  
**Received:** 21/12/2012 at 9:28 AM  
**Subject:** Business Plan requirements - two licences at the Apollo Bay Airfield

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**Attachments:** image001.jpg

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Hi Damian

I refer to your letter dated 10 December regarding the two licences at the Apollo Bay Airfield namely the Apollo Bay Aviations and Torqair Pty Ltd. Council was made aware of your response at the Council meeting held on 19 December 2012 in regards to signing of long term licence agreements and the following clarifications have been sought:

Need for a Business, Strategic or Management Plan:

Could you please clarify if these plans need to be prepared and submitted by the Council or by the operators seeking the licence or both? Could you please also provide some idea on what level of documentation would satisfy the department, i.e. should this be prepared by professional consultants or at least to that level, with a detailed Business, Strategic or Management Plan and what are the key areas that the plan(s) should address. Is a business plan required from the operator and a management plan required from Council or will one document be sufficient. Are Business, Strategic or Management Plan documents from Council required to be formally endorsed by Council before submitting to DSE.

In addition what is required on the depth/extent of these plans indicating if it can be simple in nature or of a more complex nature, i.e. Alternatively would a small 1 or 2 page document be all that required. If you could provide a sample Business/Strategic Plan document it would be helpful.

If you could provide your response prior to Christmas break Council will be in a position to discuss this at the January 2013 Council meeting.

Sorry for the tight deadline.

Thanks

Ranjani

Page 2 of 2

"Please consider the environment before printing this email."

Ranjani Jha  
Manager Major Contracts  
Phone: (03) 5232 9506

Mobile: 0427563896  
Fax: (03) 5232 1046  
e-mail: [ranjani.jha@colacotway.vic.gov.au](mailto:ranjani.jha@colacotway.vic.gov.au)  
Website: [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

EmailSignatureCiuncil new logo Oct 2009



Ranjani Jha

**From:** VICTOR FELICE BONGIORNO [vbongiorno@bigpond.com]  
**Sent:** Friday, 21 December 2012 4:12 PM  
**To:** Ranjani Jha  
**Subject:** RE: Apollo bay Airfield - longer term licence

Hi Ranjani,

Re: Answers to your questions below.

- 1) I seek a long term licence for the peace of mind of security of tenure and the ability to make seasonal business plans (planning up to 5 years in advance) with confidence and security.
- 2) My long term strategic outlook is to ultimately increase the number of tourists coming down the Great Ocean Road to fly with me and my business (see [www.apollobayaviation.com.au](http://www.apollobayaviation.com.au)) and thereby have the spin-off of benefitting other local businesses such as accommodation and restaurants in the local region. I have recently investigated other modes of advertising for more direct access into the Melbourne market.
- 3) The three year licence does not allow me the time frame to trade with confidence as it is too short a window for investing time and money (and also my emotional investment knowing it could all change in the next year for example) in any well constructed business plan.

Thanks Ranjani,  
Happy Christmas  
Vic Bongiorno

---

**From:** Ranjani Jha [mailto:Ranjani.Jha@colacotway.vic.gov.au]  
**Sent:** Friday, 21 December 2012 11:18 AM  
**To:** VICTOR FELICE BONGIORNO  
**Cc:** Neil Allen  
**Subject:** Apollo bay Airfield - longer term licence

Hi Victor

In light of your request for a longer term licence for Apollo bay Aviations operating from the Apollo bay Airfield could you please provide me the following information:

1. Reasons for seeking a longer term licence
2. Your long term plan and strategic outlook
3. Problems with 3 year licence.

I will need to furnish this information to DSE in the new year and will require this information as soon as possible. If you could e-mail this information by 31 December 2013 I can work on it in the first week of January.

Regards

Ranjani

*"Please consider the environment before printing this email."*

Ranjani Jha  
Manager Major Contracts  
Phone: (03) 5232 9506  
Mobile: 0427563896  
Fax: (03) 5232 1046



Our Ref: 11/96531  
Your Ref:  
Contact: Ranjani Jha

9 January 2013

Damian Sharrock  
Property Officer  
Public Land – Land & Fire  
Ballarat, South West Region  
Department Sustainability & Environment  
402-406 Mair Street  
BALLARAT VIC 3350

Dear Damian

**Renewal of Section 17B Crown Land (Reserves) Act 1978 Licences for Apollo Bay Aviation and Torqair Pty Ltd**

I refer to your letter dated 10 December 2012 in relation to the two (2) Licences at the Apollo Bay Airfield.

It has been indicated in the letter that DSE could consider a longer term Licence up to a maximum of 10 Year duration if reasons/justification is provided together with Strategic/Business Plan. Accordingly I have asked Apollo Bay Aviation to provide necessary justification and the following response is received dated 21 December 2012:

- “1. I seek a long term licence for the peace of mind of security of tenure and the ability to make seasonal business plans (planning up to 5 years in advance) with confidence and security.*
- 2. My long term strategic outlook is to ultimately increase the number of tourists coming down the Great Ocean Road to fly with me and my business (see [www.apollobayaviation.com.au](http://www.apollobayaviation.com.au)) and thereby have the spin-off of benefitting other local businesses such as accommodation and restaurants in the local region. I have recently investigated other modes of advertising for more direct access into the Melbourne market.*
- 3. The three year licence does not allow me the timeframe to trade with confidence as it is too short a window for investing time and money (and also my emotional investment knowing it could all change in the next year for example) in any well constructed business plan.”*

In addition to the above response from Apollo Bay Aviation I wish to provide the following reasons for supporting a longer term Licence from Council's perspective:

- a. A longer term Licence will provide stability to the two (2) businesses and they will be able to pursue their business promotion/growth more actively and with greater confidence.
- b. The two (2) businesses assist with bringing of tourists to the local towns contributing to the local economy.
- c. The three (3) year Licence is a bit short for pursuing the long term business promotion opportunities.

Council is supportive of preparation of a Business Plan for the Apollo Bay Airfield in consultation with the Airfield users and stakeholders and it is expected that before the expiry of the longer term Licence, the Strategic Plan would be completed. Currently Council does not have funding allocation for preparation of strategic plan but this will be pursued in future budget discussions.

If you have any further enquiries concerning this matter please feel free to contact me on 5232 9506.

Yours sincerely



Ranjani Jha  
**Manager Major Contracts**

cc

Neil Allen – General Manager Infrastructure & Services

## Apollo Bay STRUCTURE PLAN

### Apollo Bay airfield

The Apollo Bay Airfield is located close to Marengo, south of the Ocean Park Drive low-density residential area and north of residential areas in Telford Street. It currently caters for single engine aircraft, which are limited in the amount of passengers they can carry. A study of the Airfield in 2001 reviewed current airfield operations, the likely demand for aviation for the next 20 years and the potential for the airfield to expand.

The study developed plans for the expansion of the airfield to cater for twin-engine aircraft (12-15 passenger seats). An increased aircraft capacity is seen as an important contributor to the tourism growth of the region. The report proposed the construction of an 18 X 950 metre runway, with an alignment chosen to minimise impacts relating to noise, vegetation and habitat disturbance, in order to cater for aviation growth over the next 20 years. Acquisition of some adjoining land was recommended.

A key issue in the expansion of the airfield is the noise and amenity impacts on surrounding residential areas, particularly the low-density residential area to the north. Some houses in this estate are as close as 50 metres to the edge of the existing runway and the expansion could potentially bring them closer. The additional noise from twin-engine aircraft and the likelihood of higher use would be the major impact on surrounding residential areas.

Three options appear to be available to ensure continued and improved air access to the region:

- Upgrading the existing airfield at Marengo/Apollo Bay,
- Relocating the airfield to an alternative location, or
- Maintaining the existing airfield with limited use and developing an alternative for larger aircraft.

Each of these options has advantages and disadvantages, which would need to be considered in relation to, in particular: impacts on existing and future residential amenity; safety; ecological and economic sustainability; viability of alternative sites; impacts on tourism to the settlements.

In the event that the airfield is relocated and the land becomes available for alternative uses, potential uses of the land include recreation and residential development. If residential development is to take place on this land to consolidate the settlement of Marengo, land release elsewhere within the settlement boundaries will need to take this into consideration.

The future of the airfield will need to be determined by Council with further expert advice and consideration of impacts on tourism, safety and the availability of alternative sites. It must be noted that residential development must not occur on the airfield site unless an alternative site is found and realised.

## Cressy Shelford Road Financial Commitment and Expenditure

January 2013

| Action                                        | Date of Completion | Progress to date % | Total Budget         | Total Expenditure to date | Variation            | Expenditure Remaining |
|-----------------------------------------------|--------------------|--------------------|----------------------|---------------------------|----------------------|-----------------------|
| <b>Rehabilitation</b>                         |                    |                    |                      |                           |                      |                       |
| Task 1 - Removal & Redistribution of material | July 2009          | 100%               | \$ 80,000.00         | \$ 78,929.00              | \$ 1071.00*          | \$ -                  |
| Task 2 - Plan development and Implementation  | Ongoing            | 45%                | \$ 100,000.00        | \$ 46,500.10              | \$ 53,499.90         | \$ 53,499.90          |
| <b>Action Total</b>                           |                    | <b>73%</b>         | <b>\$ 180,000.00</b> | <b>\$ 125,429.10</b>      | <b>\$ 54,570.90</b>  | <b>\$ 53,499.90</b>   |
| <b>Internal Procedure Management</b>          |                    |                    |                      |                           |                      |                       |
| Task 1 - Internal Procedure Management        | June 2011          | 100%               | \$ 20,000.00         | \$ 20,000.00              | \$ -                 | \$ -                  |
| Task 2 - Internal training & awareness        | September 2012     | 100%               | \$ 27,000.00         | \$ 26,853.09              | \$ 146.91            | \$ -                  |
| Task 3 - Roadside mapping and planning        | January 2010       | 100%               | \$ 33,000.00         | \$ 33,000.00              | \$ -                 | \$ -                  |
| Task 4 - Contractor Requirements              | July 2009          | 100%               |                      |                           |                      |                       |
| <b>Action Total</b>                           |                    | <b>100%</b>        | <b>\$ 80,000.00</b>  | <b>\$ 79,853.09</b>       | <b>\$ 146.91</b>     | <b>\$ -</b>           |
| <b>External Awareness Raising</b>             |                    |                    |                      |                           |                      |                       |
| Task 1 - Signage & Adverts Program            | September 2012     | 100%               | \$ 30,000.00         | \$ 34,342.52              | \$ (4,342.52)        | \$ -                  |
| <b>Action Total</b>                           |                    | <b>100%</b>        | <b>\$ 30,000.00</b>  | <b>\$ 34,342.52</b>       | <b>\$ (4,342.52)</b> | <b>\$ -</b>           |
| <b>DSE Payments Total</b>                     | June 2009          | 100%               | <b>\$ 250,000.00</b> | <b>\$ 250,000.00</b>      | <b>\$ -</b>          | <b>\$ -</b>           |
| <b>Coordination and Reporting Total</b>       | June 2012          | 100%               | <b>\$ 150,000.00</b> | <b>\$ 150,000.00</b>      | <b>\$ -</b>          | <b>\$ -</b>           |
| <b>TOTAL</b>                                  |                    |                    | <b>\$ 690,000.00</b> | <b>\$ 653,774.71</b>      | <b>\$ 50,375.29</b>  | <b>\$ 53,499.90</b>   |

\* As Rehabilitation (Task 1) is complete remaining funds to be reallocated into External Awareness Raising (Task 1) to cover over run



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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Overlays  
Environmental Significance  
Overlay - Schedule 2

1000 0 1000 2000 3000 m  
AUSTRALIAN MAP GRID ZONE 54



INDEX TO ADJOINING  
METRIC SERIES MAP

|    |    |    |    |    |
|----|----|----|----|----|
| 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 |

Printed: 15/12/2012

AMENDMENT C70

ENVIRONMENTAL SIGNIFICANCE OVERLAY 2

MAP No 1 ESO2

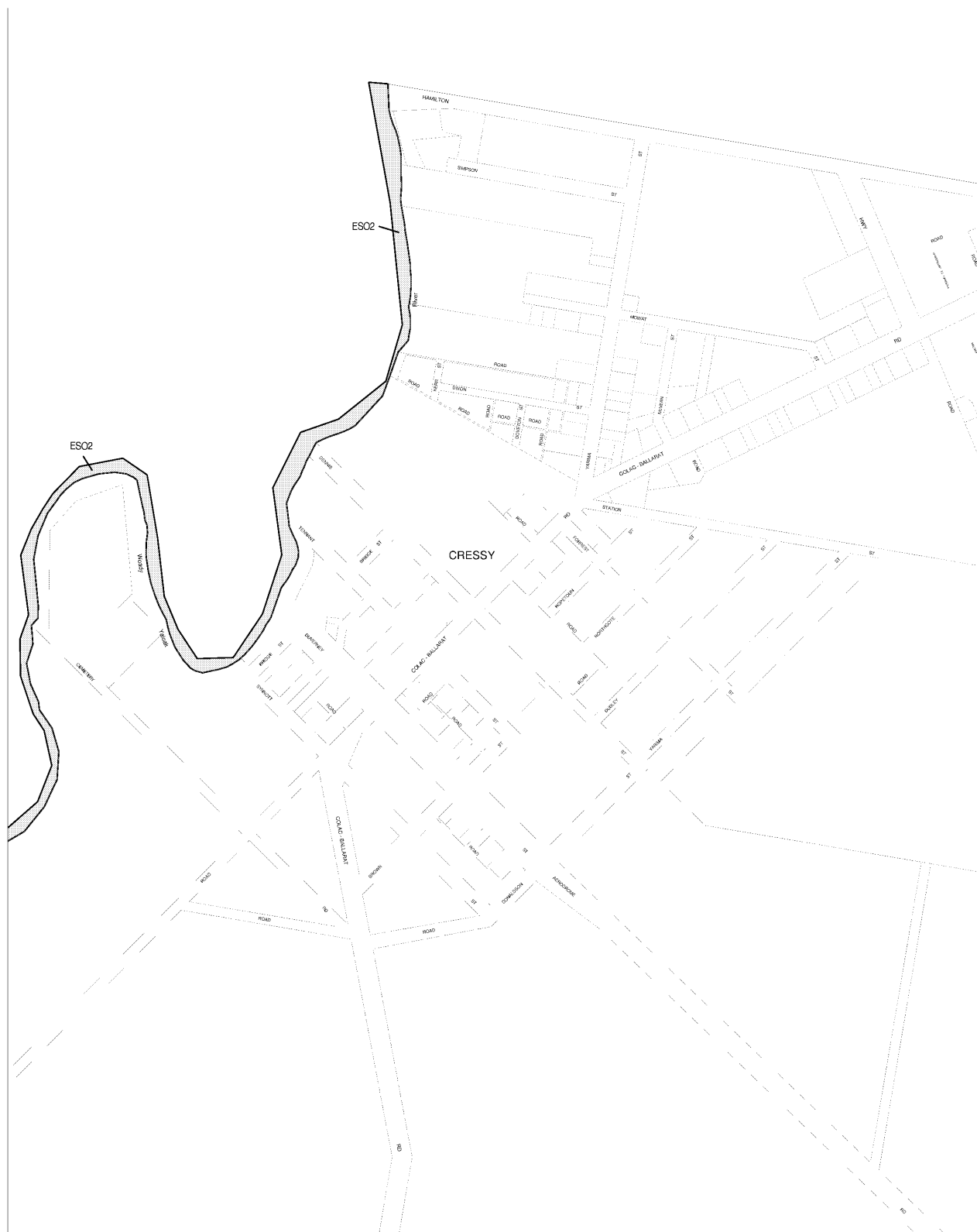
COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



ENVIRONMENTAL SIGNIFICANCE OVERLAY 2



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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Overlays  
Environmental Significance  
Overlay - Schedule 2

100 0 100 200 300 400 500 m  
AUSTRALIAN MAP GRID ZONE 54



INDEX TO ADJOINING  
METRIC SERIES MAP

|    |    |    |    |
|----|----|----|----|
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Printed: 15/12/2012

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MAP No 3ESO2

ENVIRONMENTAL SIGNIFICANCE OVERLAY 2

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



ENVIRONMENTAL SIGNIFICANCE OVERLAY 2

Printed: 15/12/2012

AMENDMENT C70

MAP No 5ESO2

[illegible]

This map should be read in conjunction with additional Planning Overlay Maps (if applicable) as indicated on the INDEX TO MAPS.



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MAP No 6ESO2

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



Overlays  
Environmental Significance  
Overlay - Schedule 2

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0 100 200 300 400 500 m  
AUSTRALIAN MAP GRID ZONE 54



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ENVIRONMENTAL SIGNIFICANCE OVERLAY 2

Printed: 15/12/2012

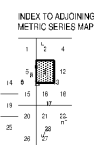
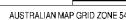
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MAP No 8ESO2

This map illustrates the Irrewarra area, highlighting several lakes and wetlands. Key locations include Lake ESO2, Lake Beec, Lake Calvert, Lake Sanctuary, and Lake Marsh. The map also shows various roads, rivers, and other geographical features. The ESO2 designation is prominently displayed on several of the lakes, indicating their status as Environmental Sensitive Objects.

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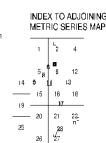
Printed: 19/12/2012

MAP No 9ESO2

The map displays the BEEAC area, featuring a large body of water (Lake) on the left side. A road network is shown, including Highway 101, Highway 102, and various local streets such as Wallace, Weston, Buchanan, Seal, Mack, Devan, and Celiac Ballarat. The map is labeled with 'ES02' in several locations and 'BEEAC' in the center. The map is oriented with North at the top.

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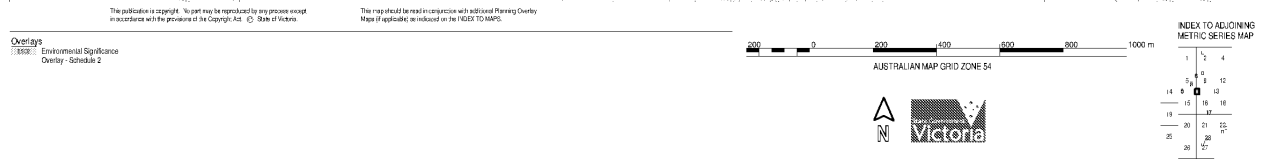
Printed: 19/12/2012

**AMENDMENT C70**

MAP No 10ESO2



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



ENVIRONMENTAL SIGNIFICANCE OVERLAY 2

AMENDMENT C70

MAP No 11ES02



## COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



Overlays  
12ES02 Environmental Significance  
Overlay - Schedule 2

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Printed: 15/12/2012

AMENDMENT C70

MAP No 12ES02

[illegible]

This map should be read in conjunction with additional Planning Overlay Maps (if applicable) as indicated on the INDEX TO MAPS.

Printed: 19/12/2012

MAP No 13ES02

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



ENVIRONMENTAL SIGNIFICANCE OVERLAY 2

Printed: 15/12/2012

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MAP No 14ESO2

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



Overlays  
Environmental Significance  
Overlay - Schedule 2

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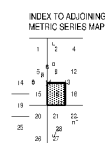
AMENDMENT C70

MAP No 15ESO2

The map displays the Shire of Colac (ES02) boundaries in black. Key locations and features include:

- Towns and Localities:** Colac, Barongarook, Yeodene, Kewar, Barwon Downs, and various smaller settlements like Barmah, Barmah Forest, and Barmah Park.
- Roads:** Numerous roads are shown, including the main arterial roads like the Colac Highway and the Barmah Highway.
- Reserves and Parks:** The Colac Forestry Reserve is a large area in the center, and the Colac Water Treatment Plant is located near the center.
- Other Features:** The map also shows the Colac Water Treatment Plant, the Colac Forestry Reserve, and the Colac Water Treatment Plant.

This map should be read in conjunction with additional Planning Overlay Maps if applicable as indicated on the INDEX TO MAPS.



Printed: 19/12/2012

MAP No 16ESO2

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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This map should be read in conjunction with the Planning Scheme Maps. Maps of the area are included in the INDEX TO MAPS.

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MAP No 17ESO2

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COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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MAP No 18ES02

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Environmental Significance  
Overlay - Schedule 2

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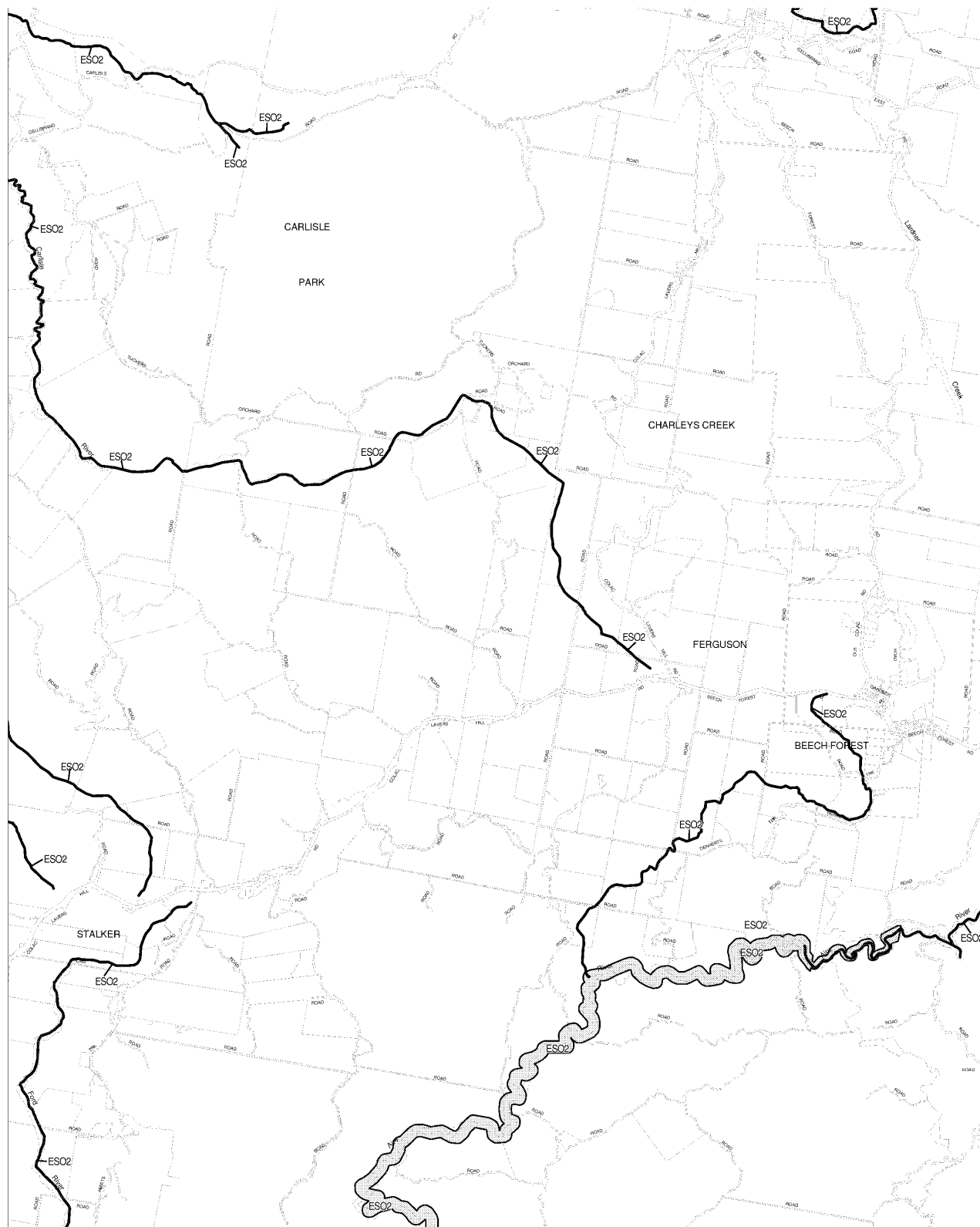
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MAP No 19ESO2



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



Overlays  
Environmental Significance  
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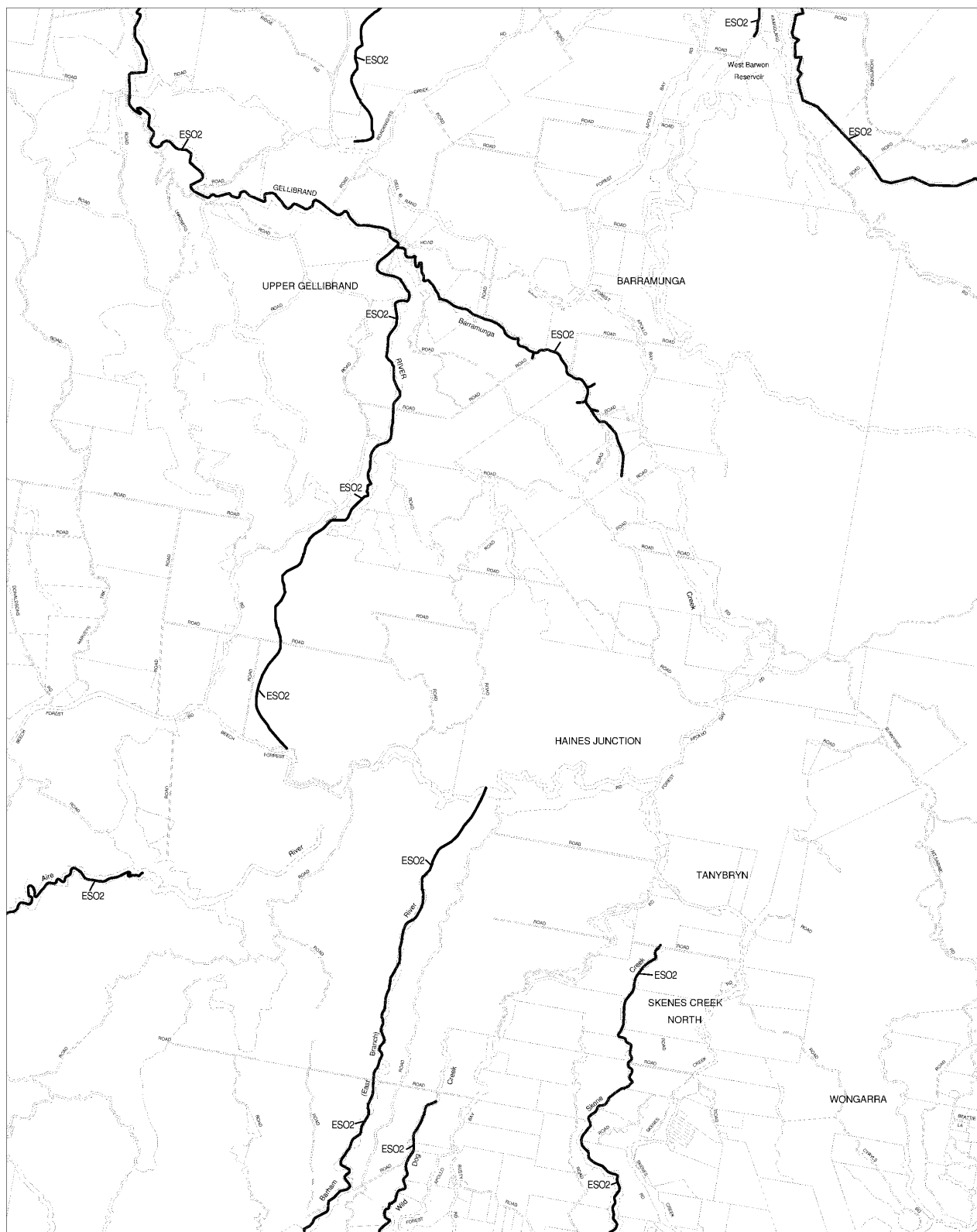
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MAP No 20ESO2

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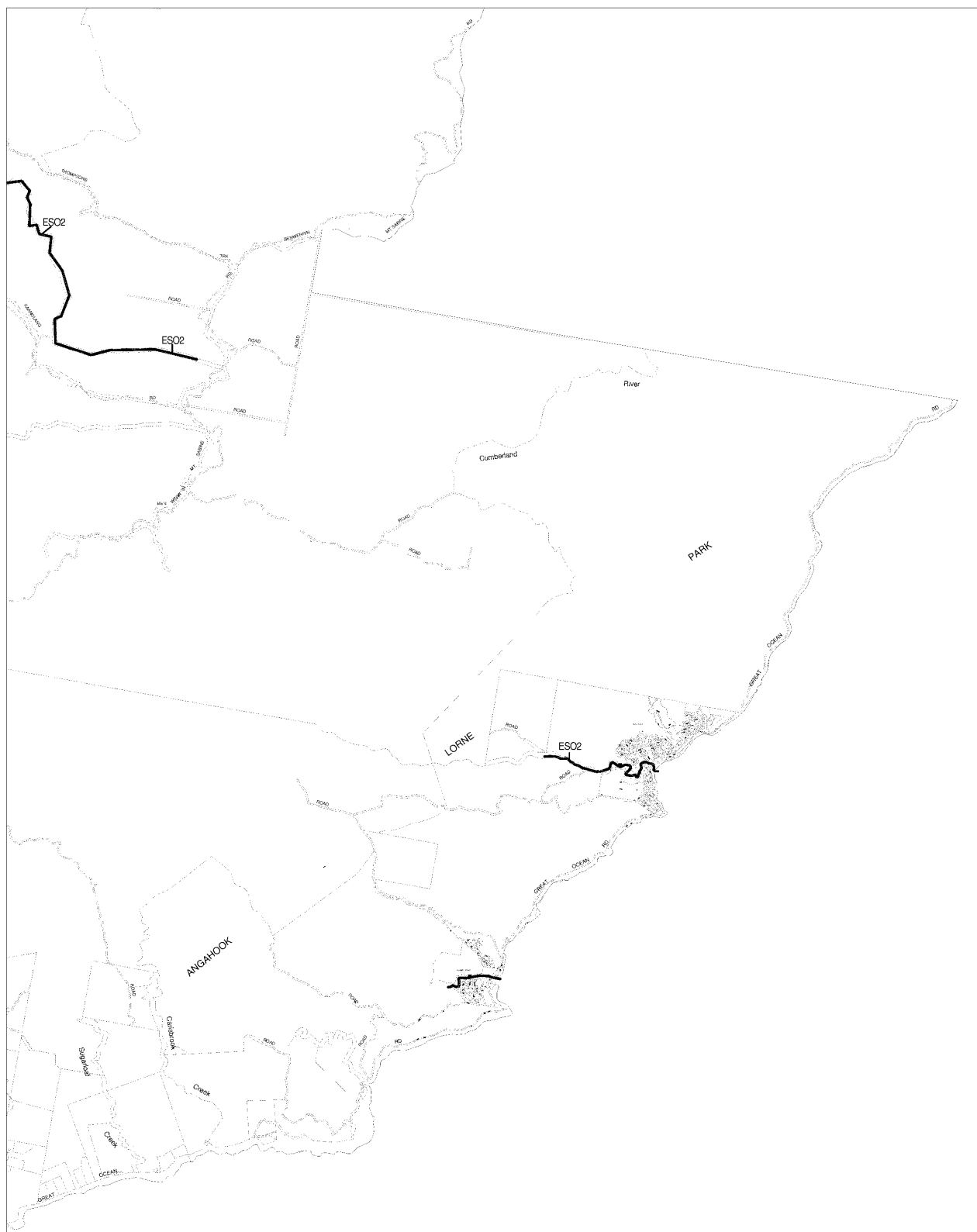
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MAP No 21ESO2

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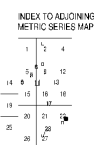
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AMENDMENT C70

MAP No 22ESO2

The map displays the Wye River and its surrounding urban area. The river is shown as a winding waterway. Two specific locations are highlighted with the label 'ES02'. The map includes numerous street names and labels for various areas, such as 'WYLAND', 'WYLAND ST', 'WYLAND RD', 'WYLAND DR', 'WYLAND BL', 'WYLAND CV', 'WYLAND LN', 'WYLAND PK', 'WYLAND PL', 'WYLAND PT'. The map also shows a 'WYLAND' area and a 'WYLAND' area.

This map should be read in conjunction with additional Planning Overlay Maps (if applicable) as indicated on the INDEX TO MAPS.



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**AMENDMENT C70**

MAP No 23ESO2

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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MAP No 24ESO2

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Unknown Category  
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MAP No 25ESO2

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MAP No 26ESO2

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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MAP No 27ESO2



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MAP No 29ESO2

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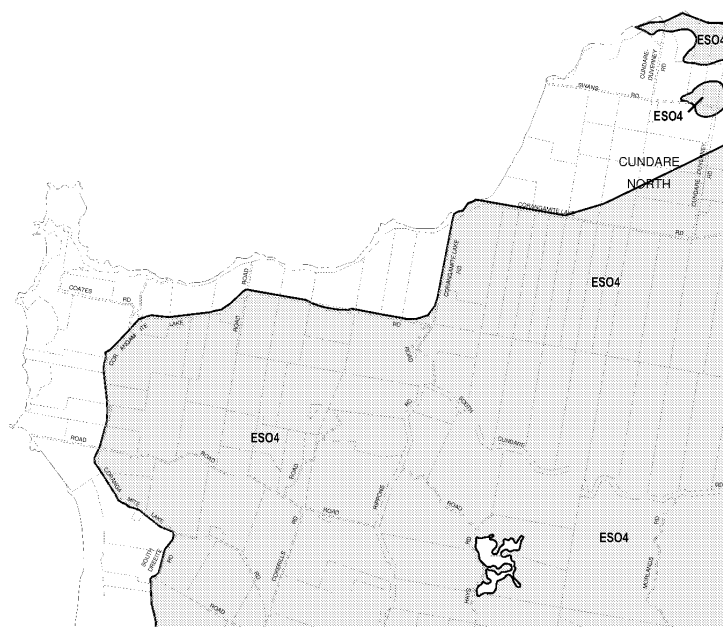


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MAP No 30ESO2

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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**Overlays**  
B104 Environmental Significance  
Overlay - Schedule 4

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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 1ES04

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

AMENDMENT C70

MAP No 2ESO4

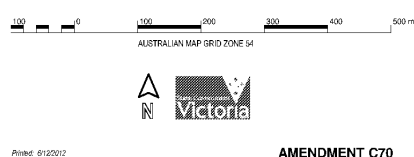
COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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**Overlays**  
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AMENDMENT C70

MAP No 3ESO4

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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**Overlays**  
B604 Environmental Significance  
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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 4ESO4



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



Overlays  
B601 Environmental Significance  
Overlay - Schedule 4

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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 5ESO4



[illegible]

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MAP No 6ESO4

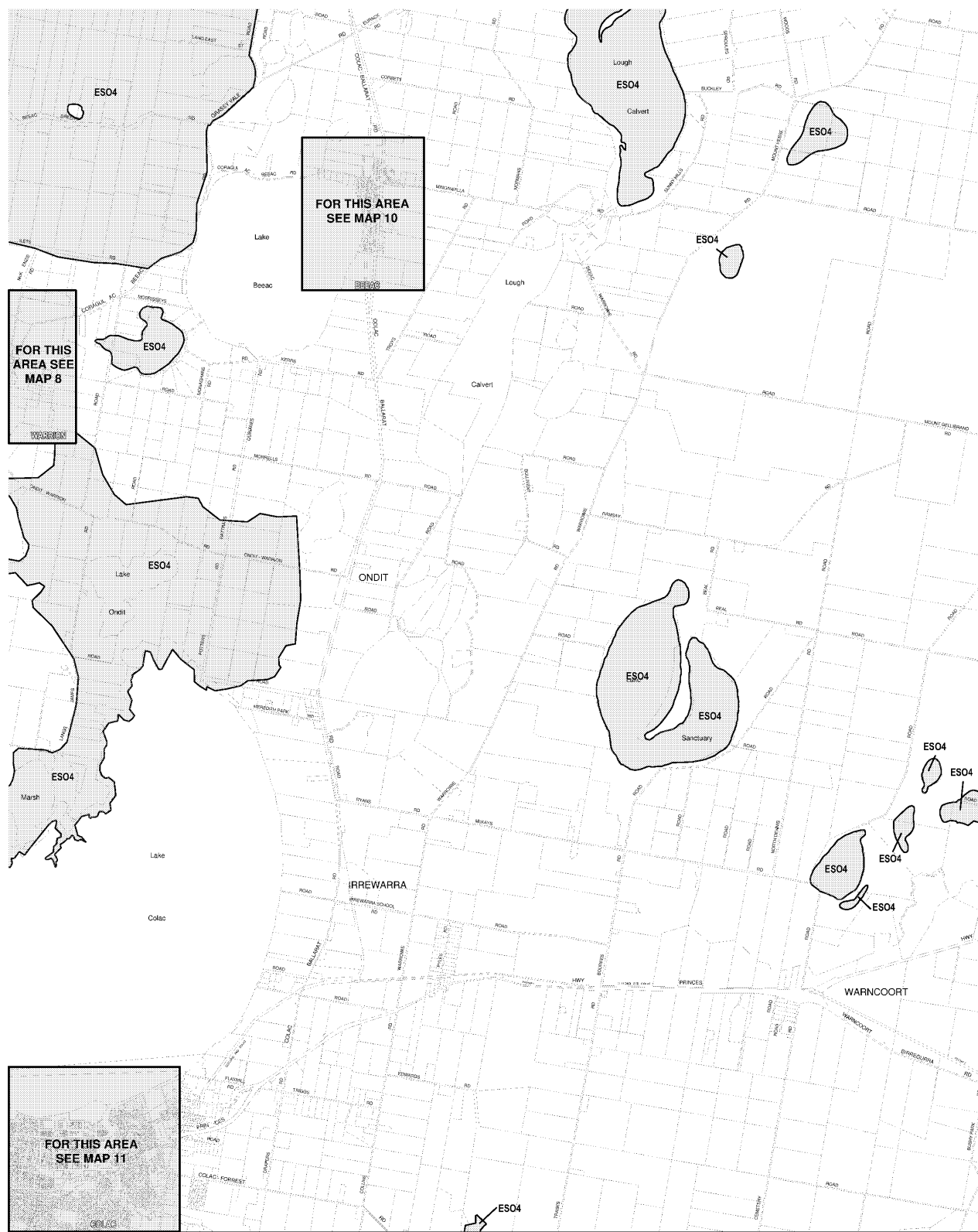
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MAP No 8ESO4

# COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



FOR THIS AREA  
SEE MAP 11

FOR THIS AREA  
SEE MAP 8

FOR THIS AREA  
SEE MAP 10

Overlays  
B604 Environmental Significance  
Overlay - Schedule 4

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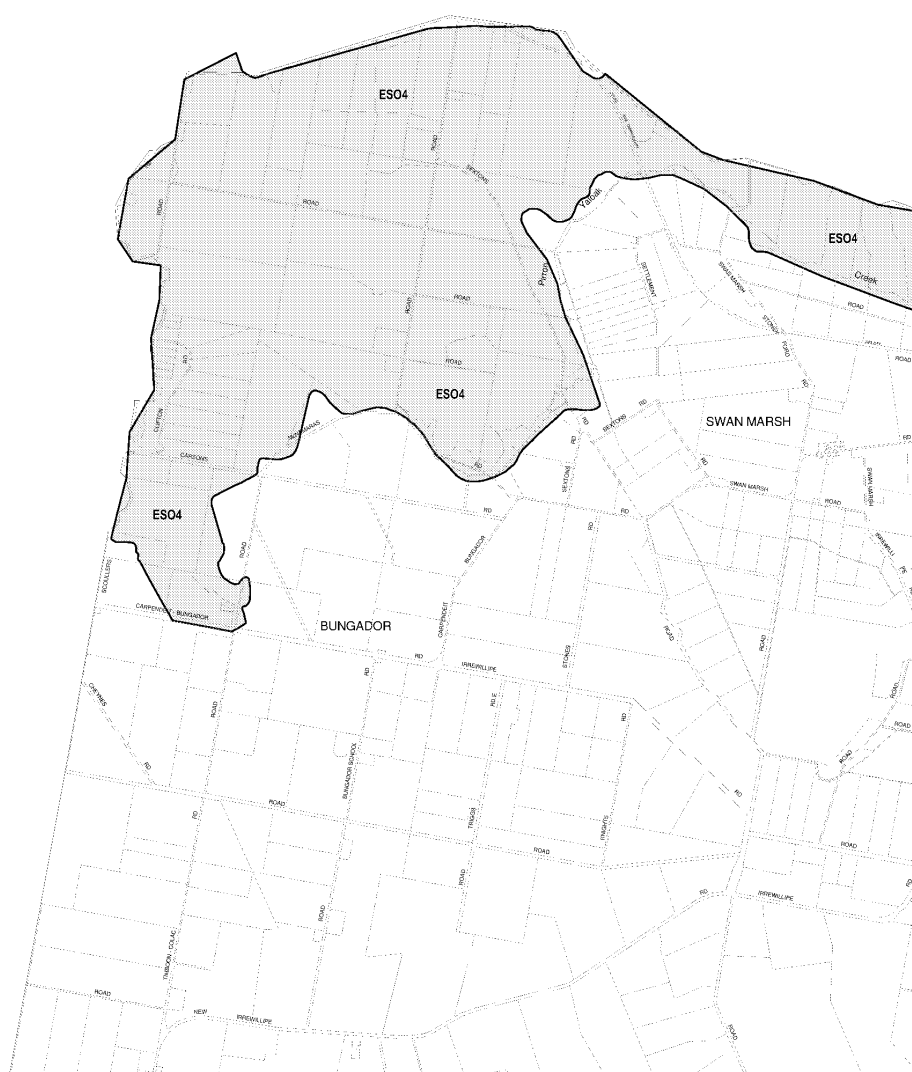
ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 9ESO4

# COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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**Overlays**  
B604 Environmental Significance  
Overlay - Schedule 4

1:000 0 1000 2000 3000 m  
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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 14ESO4

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**Overlays**  
B601 Environmental Significance  
Overlay - Schedule 4

1000 0 1000 2000 3000 m  
AUSTRALIAN MAP GRID ZONE 54



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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 15ES04



[illegible]

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MAP No 16ESO4

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**Overlays**  
B604 Environmental Significance  
Overlay - Schedule 4



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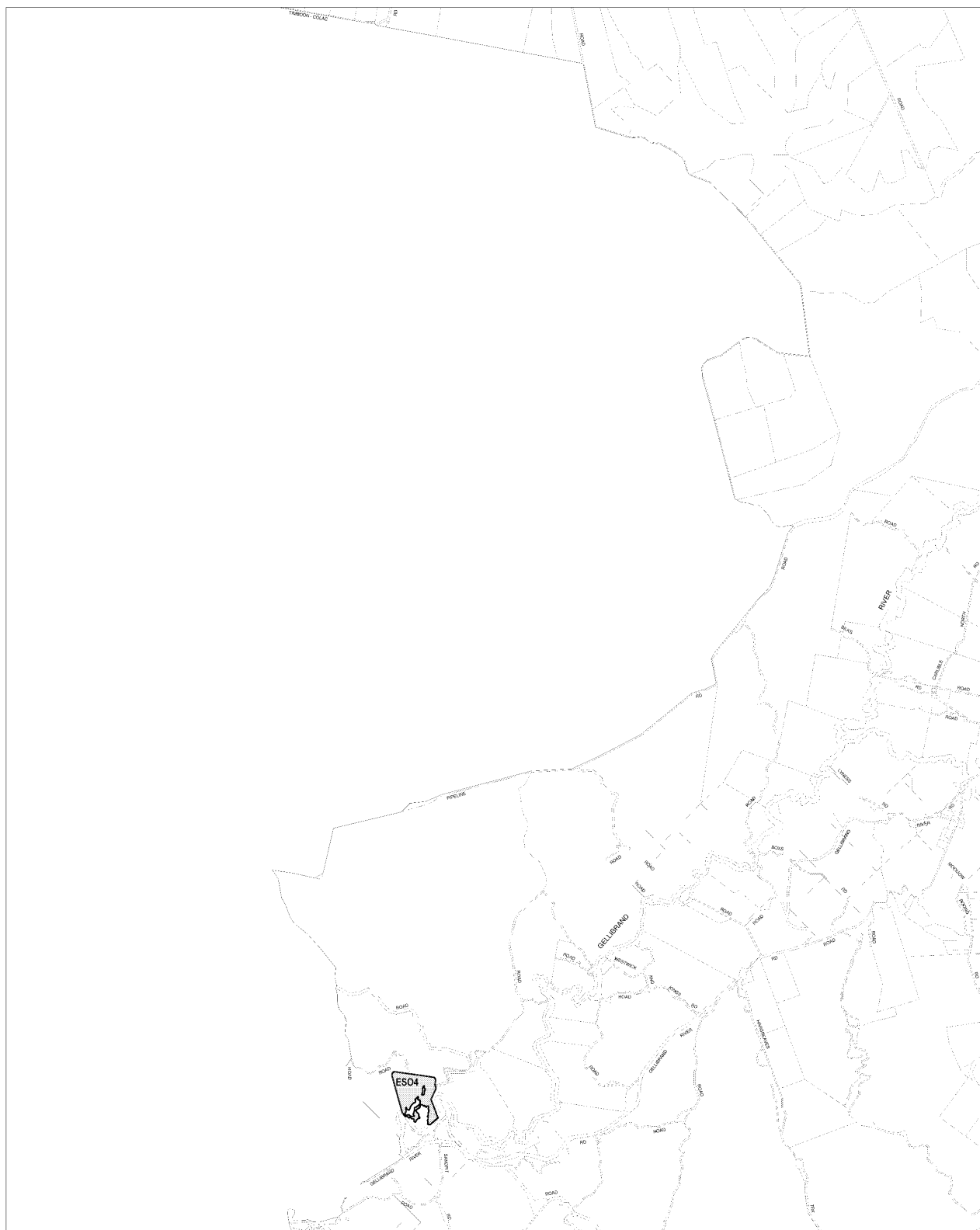
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MAP No 17ESO4



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**Overlays**  
B004 Environmental Significance  
Overlay - Schedule 4

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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 19ESO4

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**Overlays**  
 ESO4 Environmental Significance Overlay - Schedule 4  
 ESO4 Environmental Significance Overlay - Schedule 4

1000 0 1000 2000 3000 m  
 AUSTRALIAN MAP GRID ZONE 54



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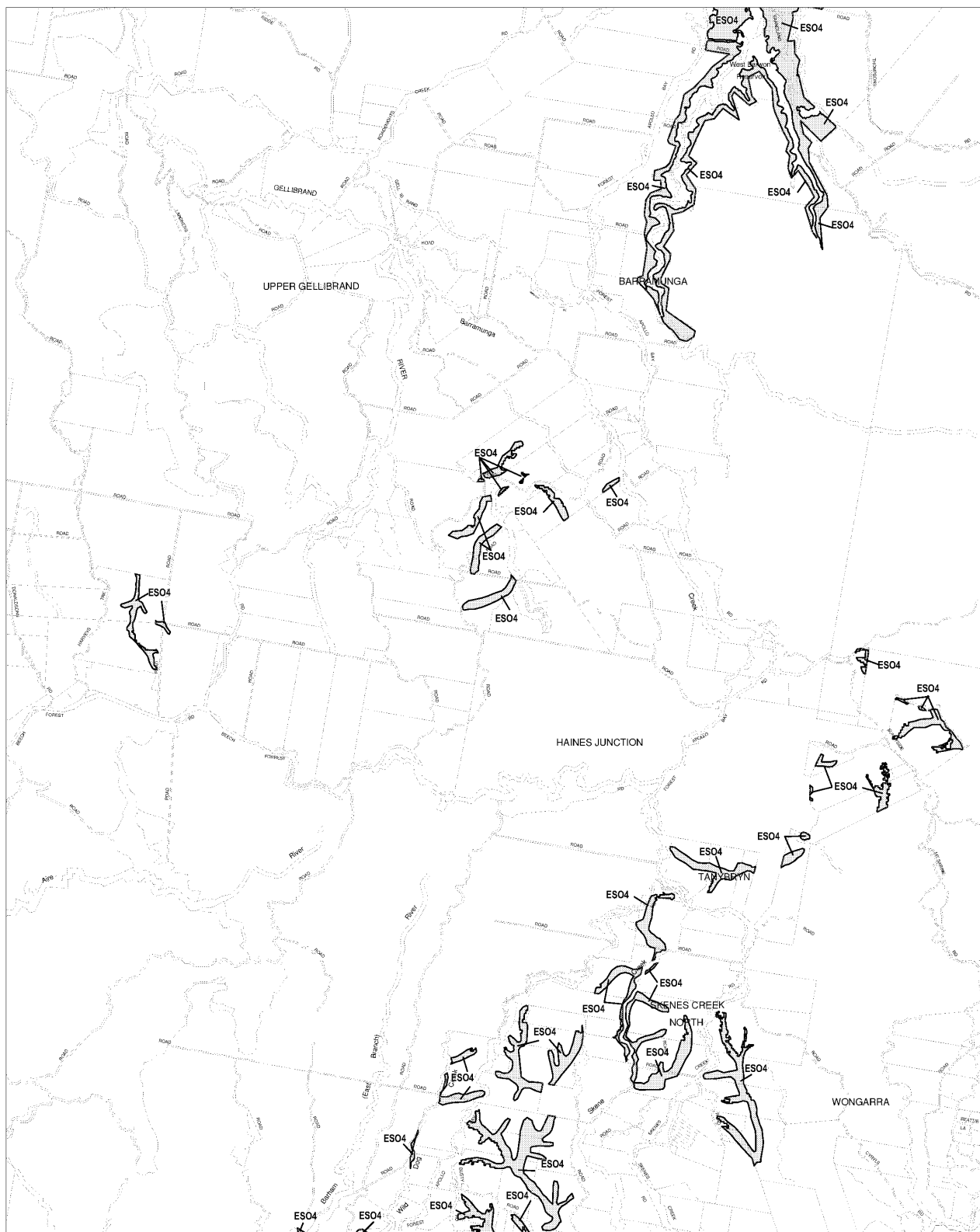
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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 20ESO4

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



Overlays  
Biodiversity  
Environmental Significance  
Overlay - Schedule 4

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MAP No 21ESO4

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B604 Environmental Significance  
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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 22ESO4

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**Overlays**  
B604 Environmental Significance  
Overlay - Schedule 4

100 200 300 400 500 m  
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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 24ES04

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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 25ESO4

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**Overlays**  
B604 Environmental Significance  
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1000 0 1000 2000 3000 m  
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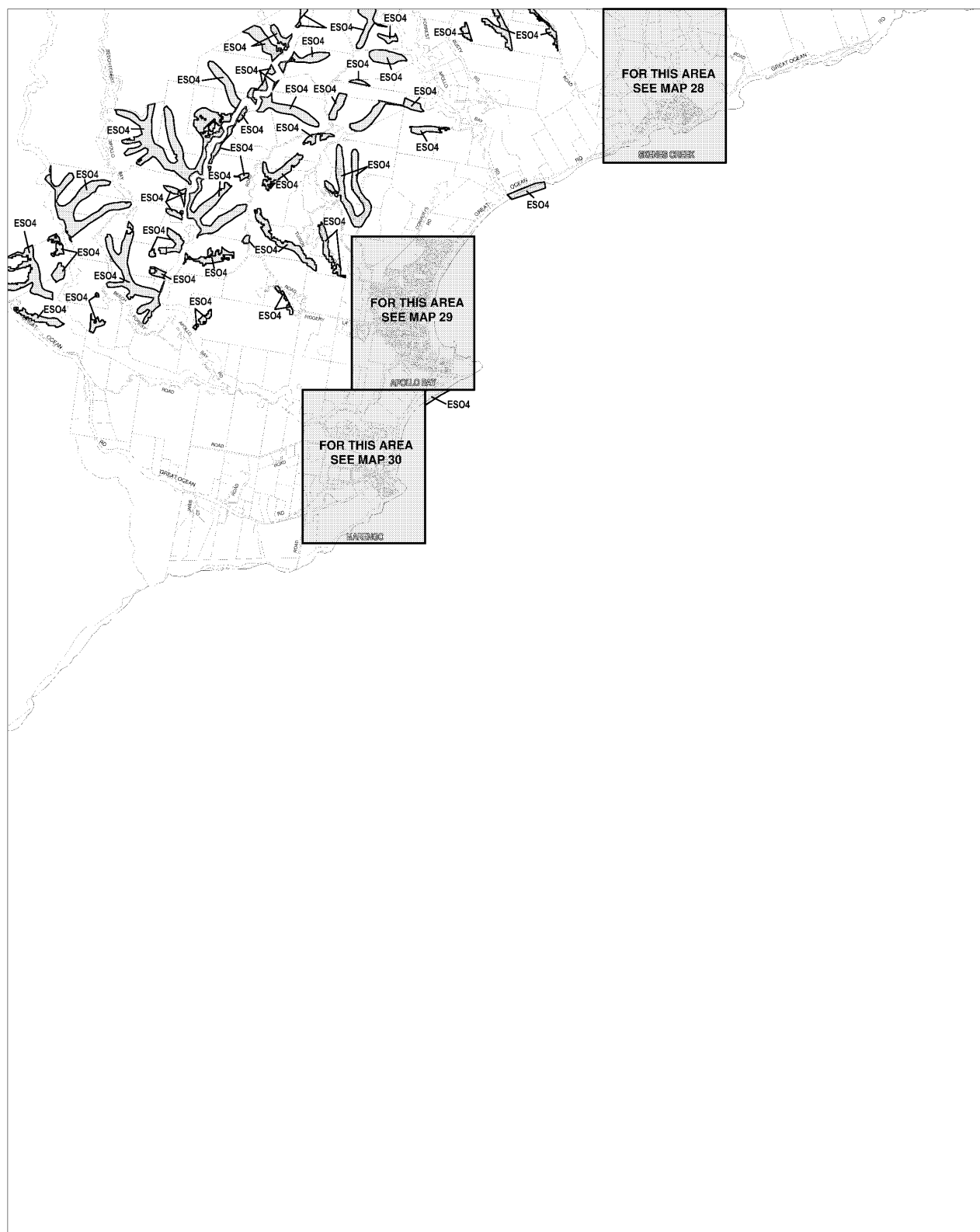
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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 26ESO4

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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 27ESO4



The map displays a coastal area with 'Skenes Creek' flowing through it. A prominent road, 'Great Ocean Road', runs along the bottom and right side. A specific area is highlighted with a black outline and labeled 'ESO4'. Other labels include 'Skenes Creek Road', 'Great Ocean Road', and various smaller road names like 'Skenes Creek Road' and 'Great Ocean Road'. The map also shows property boundaries and smaller roads like 'Skenes Creek Road' and 'Great Ocean Road'.

This map should be read in conjunction with additional Planning Overlay Maps (if available) as indicated on the INDEX TO MAPS.

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MAP No 28ESO4

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**Overlays**  
B101 Environmental Significance  
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ENVIRONMENTAL SIGNIFICANCE OVERLAY 4

MAP No 29ESO4

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MAP No 30ESO4



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VEGETATION PROTECTION OVERLAY 1

AMENDMENT C70

MAP No 15VPO1

# COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION





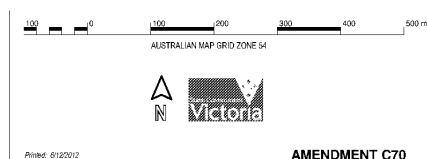
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VEGETATION PROTECTION OVERLAY 1

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MAP No 17VPO1

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MAP No 19VPO1

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VEGETATION PROTECTION OVERLAY 1

MAP No 20VPO1

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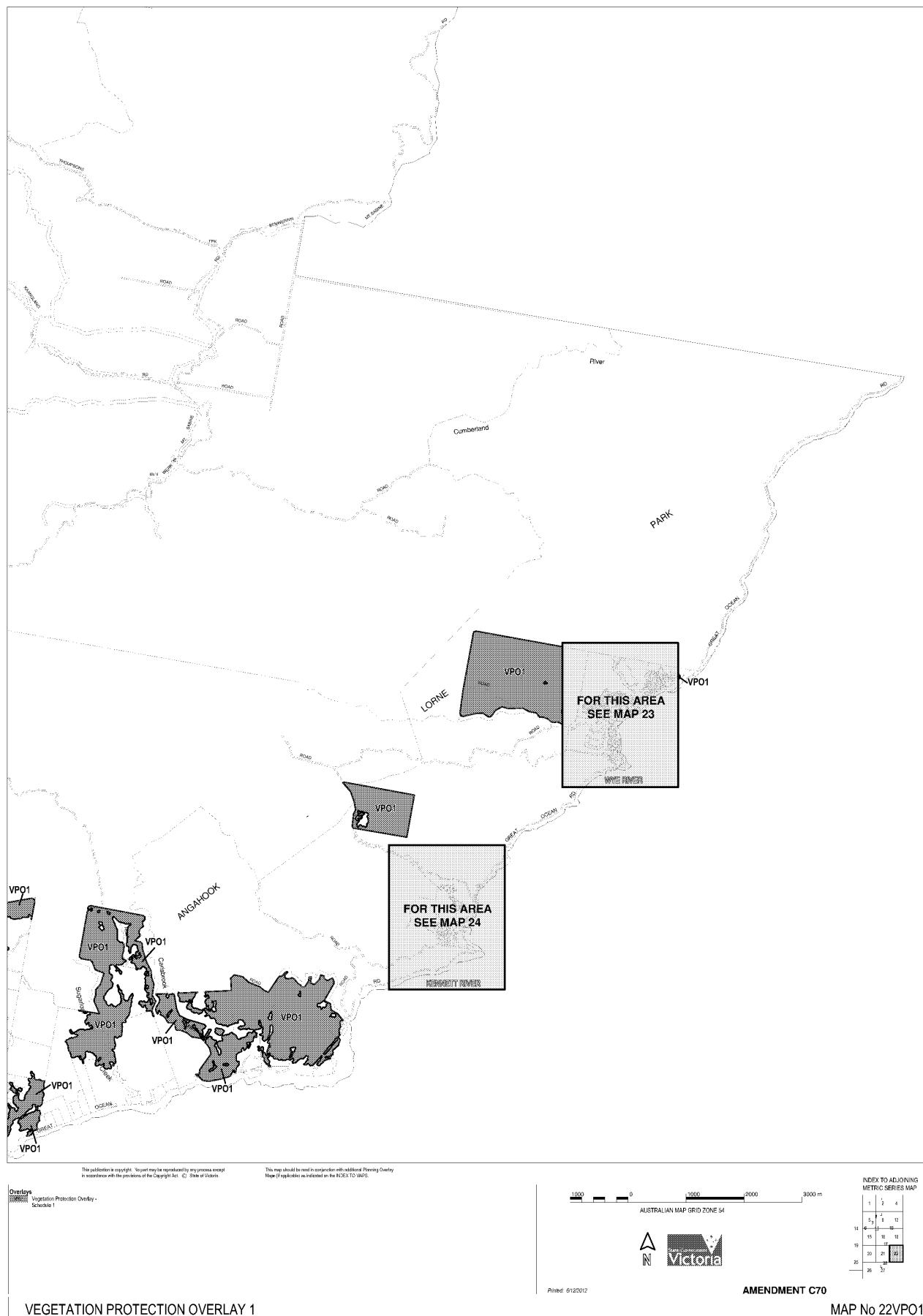
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MAP No 21VPO1

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MAP No 23VPO1

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VEGETATION PROTECTION OVERLAY 1

MAP No 24VPO1

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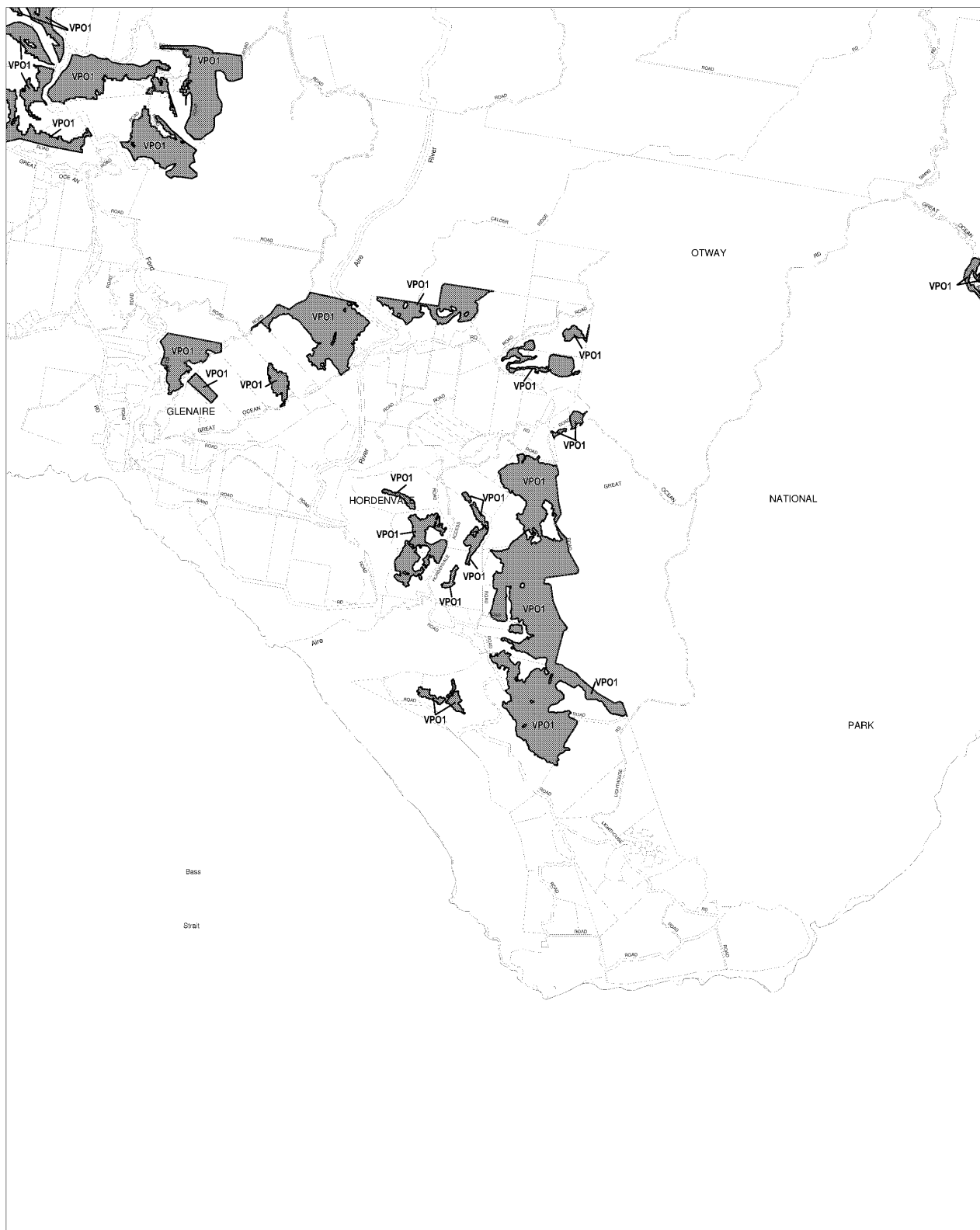
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VEGETATION PROTECTION OVERLAY 1

MAP No 25VPO1

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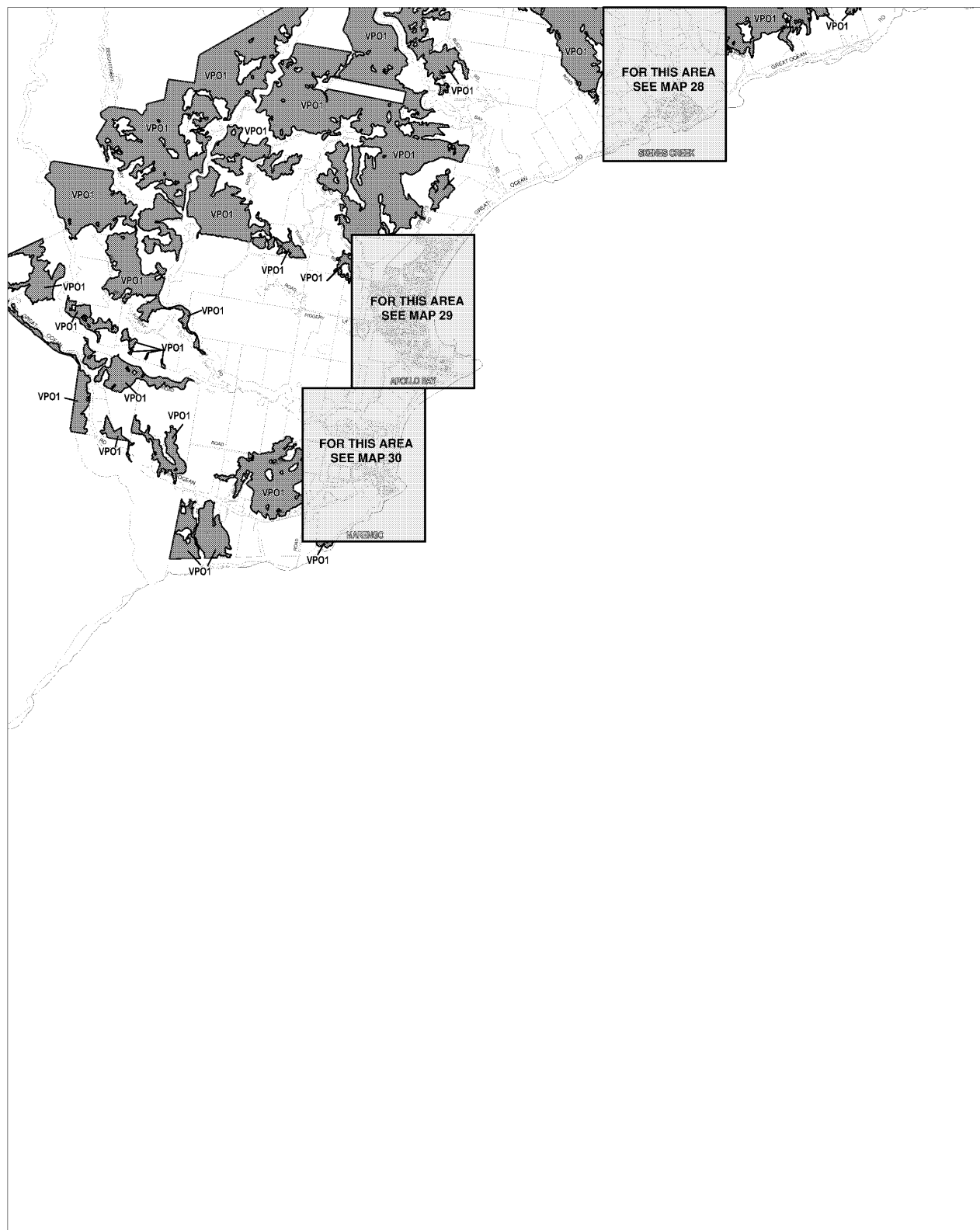
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VEGETATION PROTECTION OVERLAY 1

MAP No 26VPO1



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MAP No 28VPO1

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MAP No 29VPO1

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MAP No 30VPO1



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MAP No 1VPO2

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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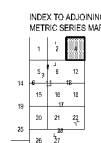
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**Overlays**  
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VEGETATION PROTECTION OVERLAY 2

MAP No 4VPO2

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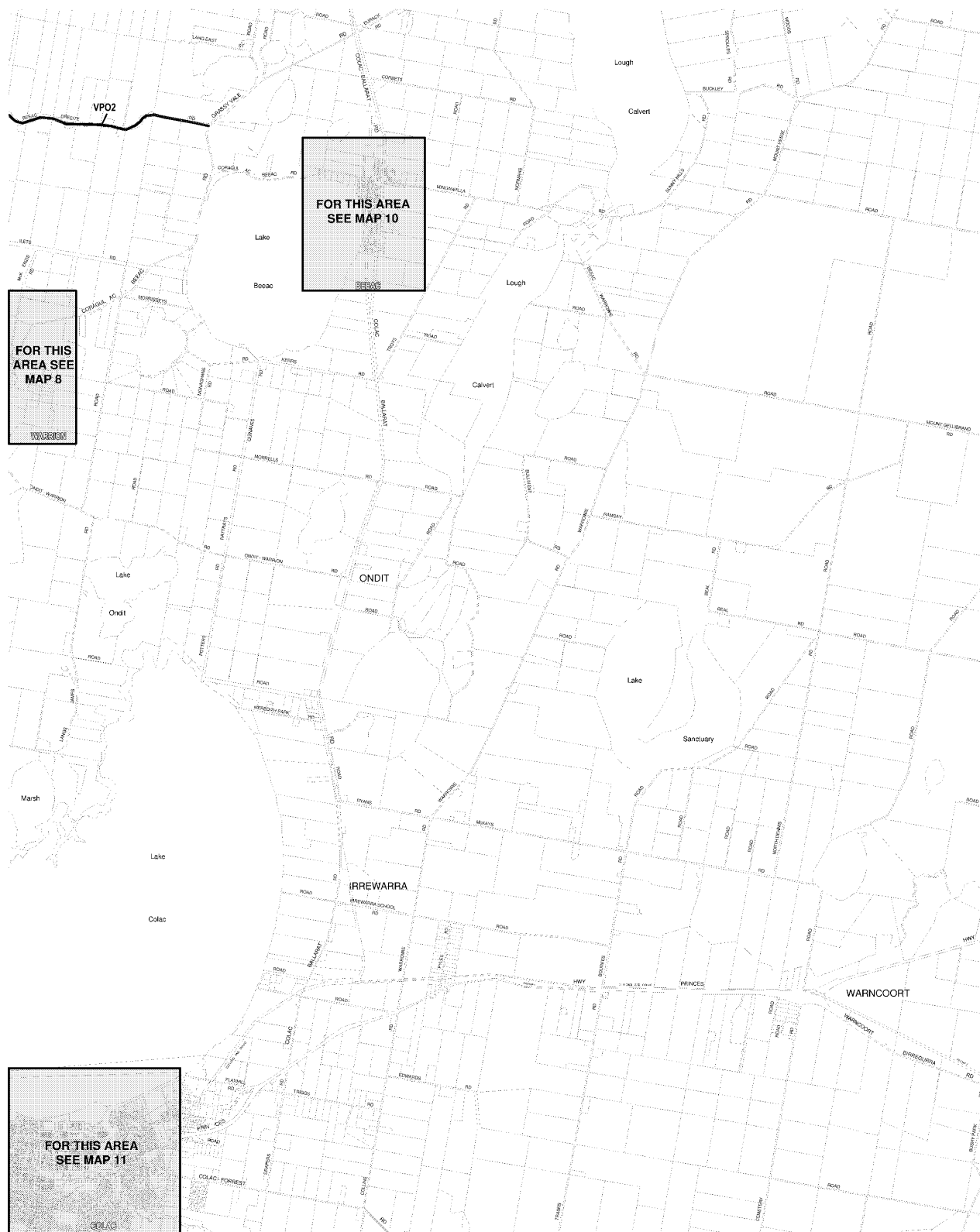
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MAP No 5VP02



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MAP No 9VP02

## COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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VEGETATION PROTECTION OVERLAY 2

MAP No 15VPO2

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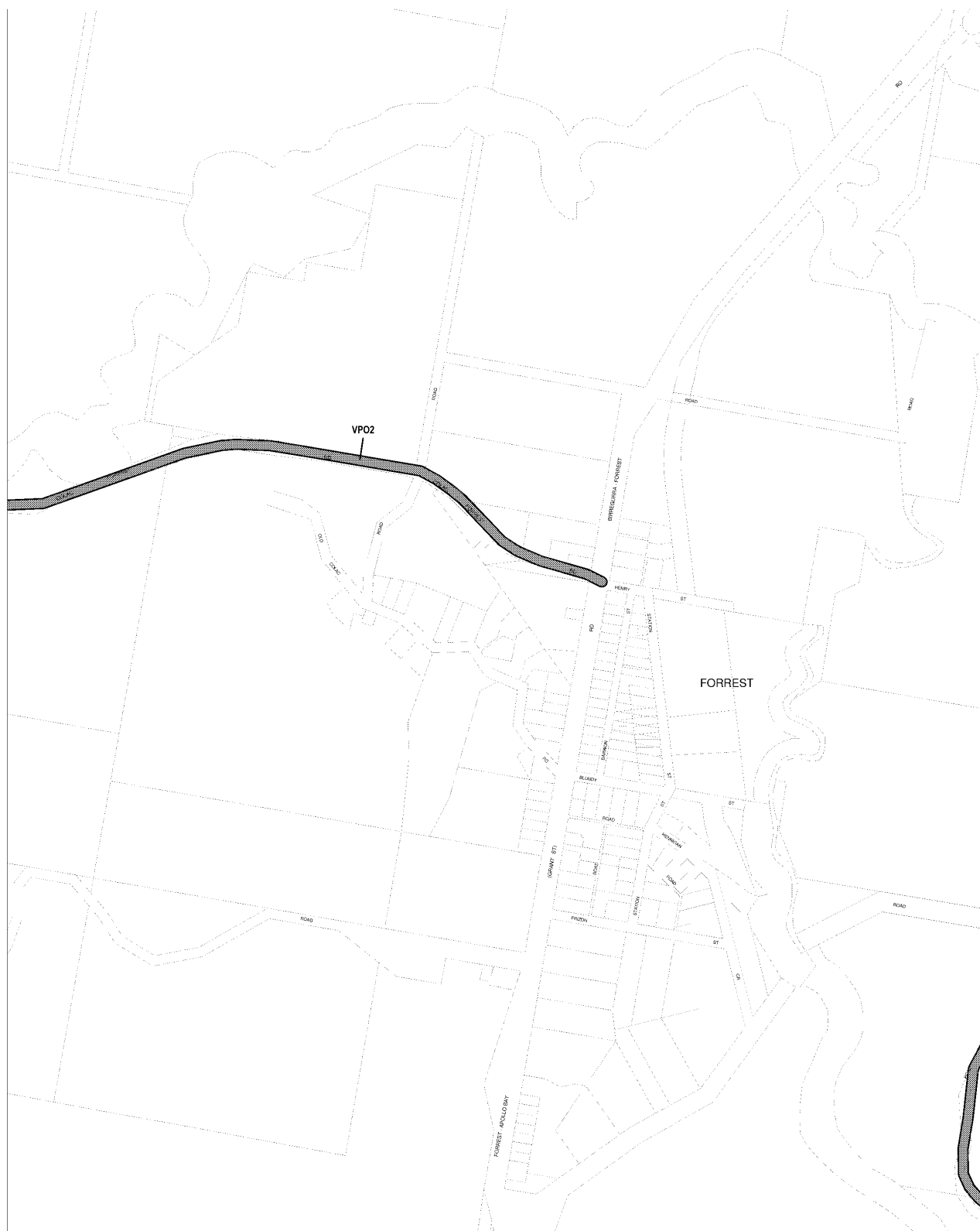
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MAP No 16VPO2

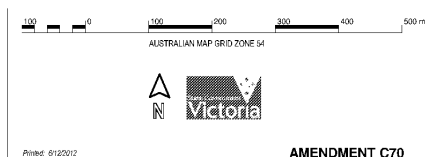
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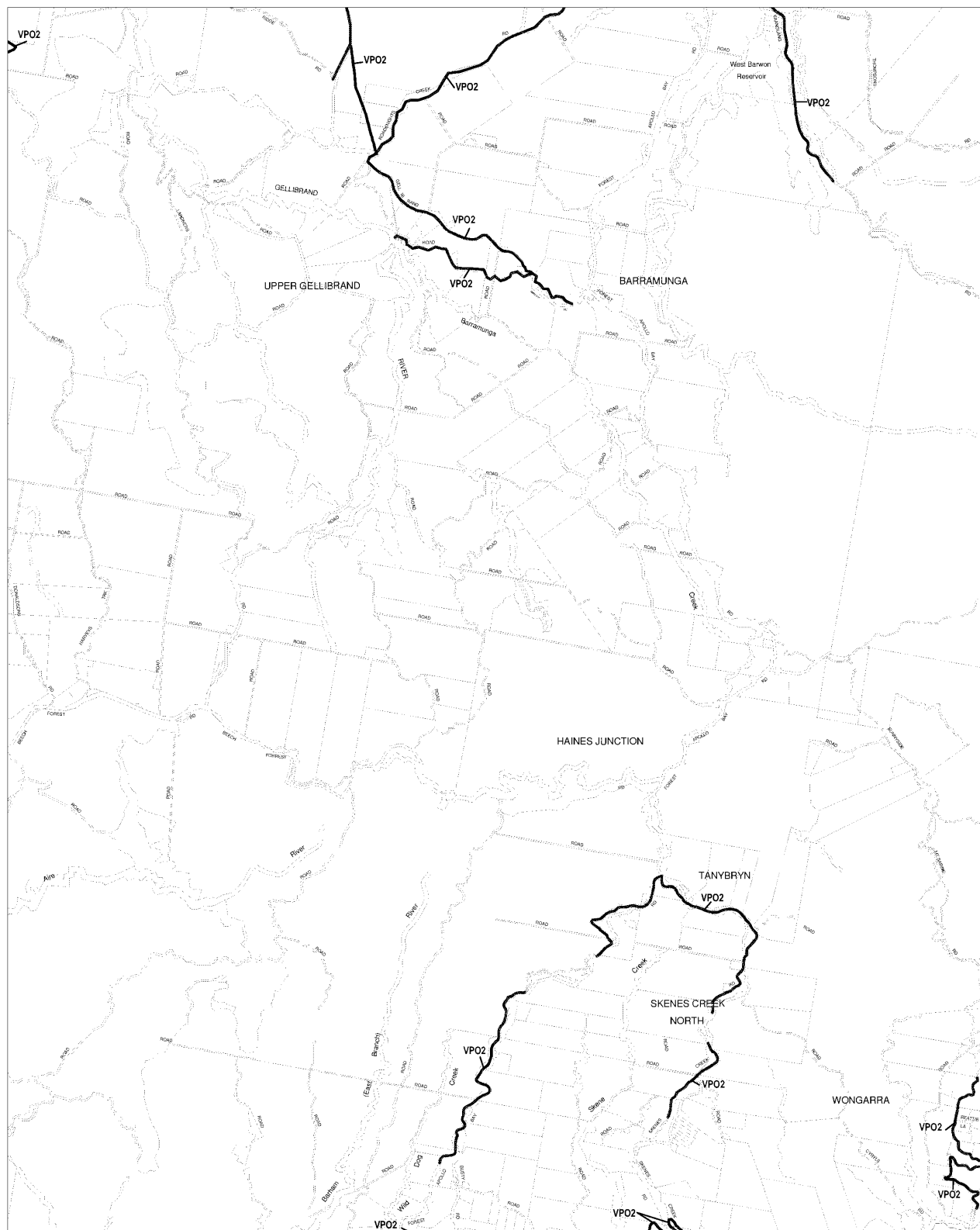
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MAP No 21VPO2

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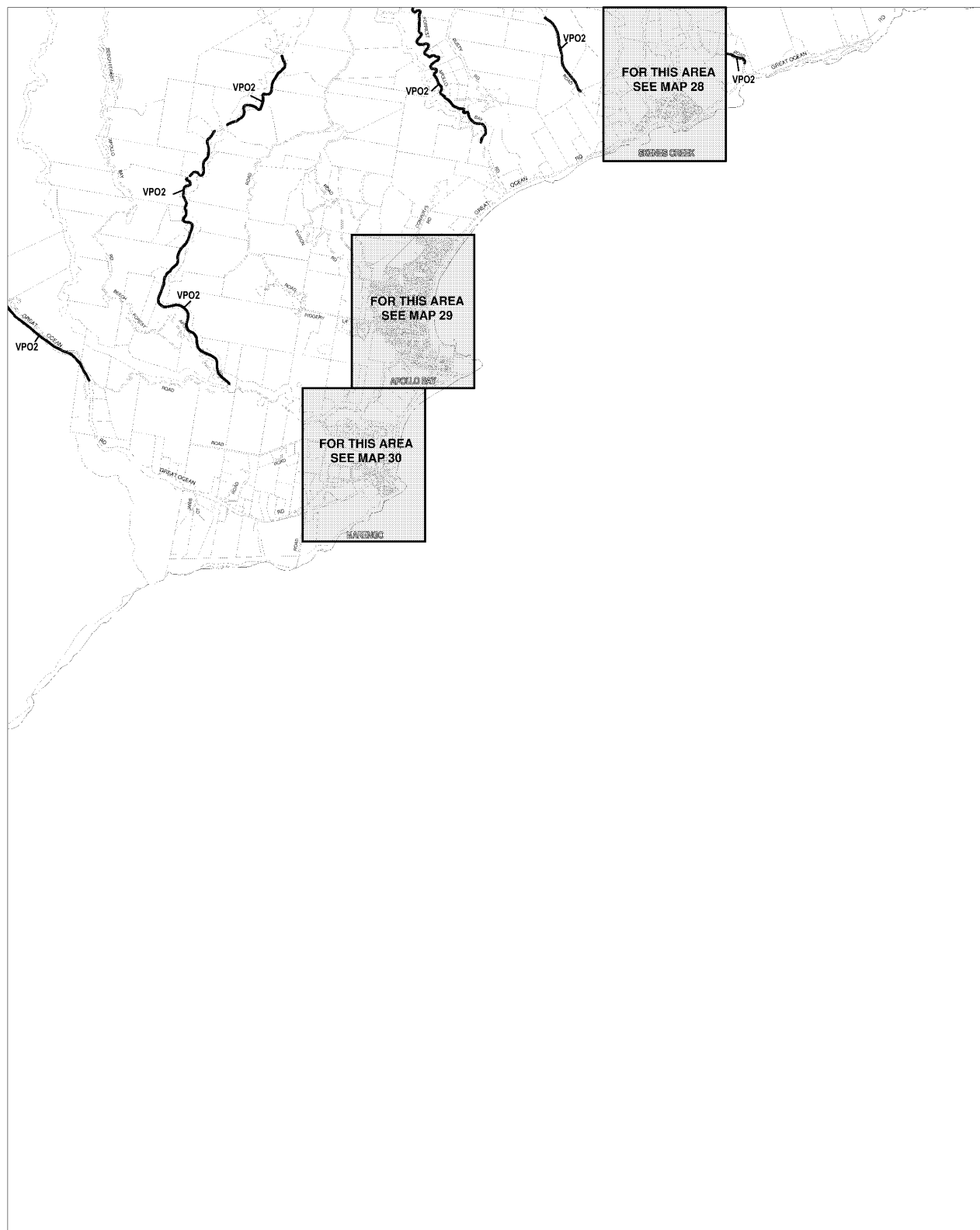
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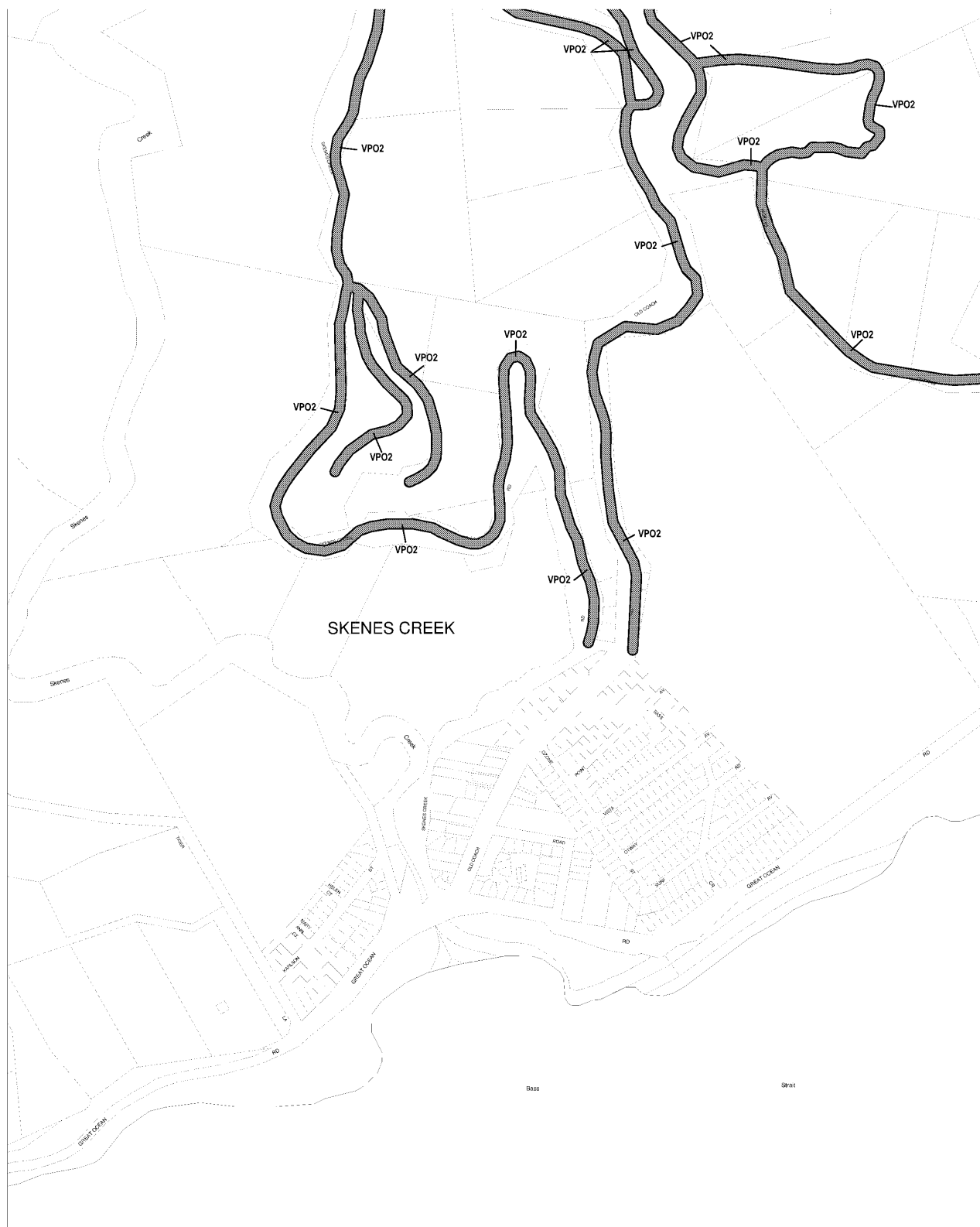
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MAP No 27VPO2

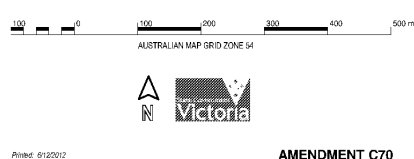
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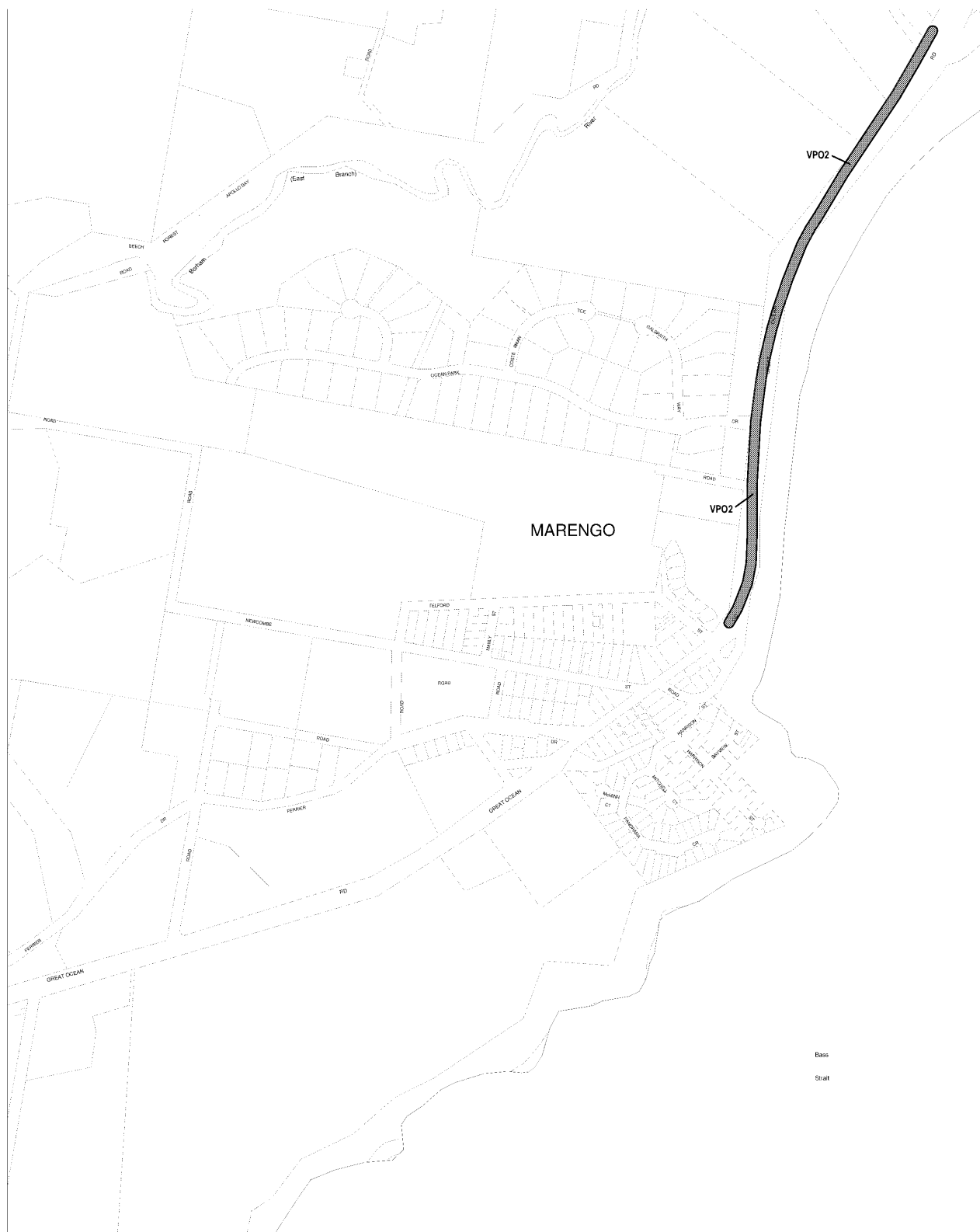
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MAP No 30VPO2



COLAC OTWAY PLANNING SCHEME

**21.02 VISION**

//2012  
C70

**21.02-1 Municipal Vision**

18/06/2009  
C55

The current Council Plan (2005–2009) has the following vision for the municipality:

- Colac Otway Shire is naturally progressive and strives to achieve the best possible social, economic and environmental outcomes to create a vibrant, liveable community.

The Plan also identifies commitments and priority actions upon which Council will focus.

**21.02-2 Land Use Vision**

//2012  
C70

In terms of land use development, Council has a vision around the following key land use themes.

**Townships**

- The Colac Structure Plan (2007) includes the following vision for Colac:
  - Colac will be a thriving town with a vibrant town centre that takes pride in its Lakeside location, is responsive to the housing needs of its residents and offers a variety of opportunities for employment and economic development.
- The Apollo Bay Structure Plan (2007) includes the following vision for Apollo Bay, Marengo and Skenes Creek:
  - Apollo Bay, Marengo and Skenes Creek will remain as distinct coastal settlements, each with a separate identity and local character;
  - The natural beauty of the area, with its unspoilt beaches set against a dramatic backdrop of rolling hills, provides the overarching character which unites the settlements, and should be reflected in new development;
  - The seaside fishing village character of Apollo Bay, focused around a robust working harbour, is highly valued and this character should be preserved and strengthened by new development;
  - Change should take place in Apollo Bay, Marengo and Skenes Creek with a demonstrated commitment to healthy lifestyles and ecological sustainability, and be responsive to the natural environment;
  - The settlements should continue to provide for high quality living, offering improved community facilities and services, as well as economic development opportunities, for a self sustaining lifestyle.
- Major urban development will take place in the main, fully serviced centres of Colac and Apollo Bay.
- Urban development in Colac and Apollo Bay will be contained within settlement boundaries.
- Apollo Bay will develop to modest heights and scale and will provide a diversity of housing choice.
- Colac will develop to provide a diversity of housing choice.
- Major industrial and commercial development will occur in Colac.
- Less intensive residential and township development will take place in other, smaller settlements in a manner that contributes to the economic development of these townships.

**Cultural Heritage**

- The Koori culture of the Shire is acknowledged and will be celebrated.

COLAC OTWAY PLANNING SCHEME

- The Shire's significant cultural heritage resources will be conserved and enhanced.
- Any adaptation or development of heritage places or areas will be in a manner sympathetic to their significance.

**Rural living**

- Rural living will be directed to nominated areas.

**Agriculture**

- High quality agricultural land will be protected.
- Agricultural diversity and a sustainable forestry and timber industry will be encouraged in the region.
- Grazing and cropping farming practices are the preferred land uses in areas designated as "farmland of strategic significance".

**Tourism**

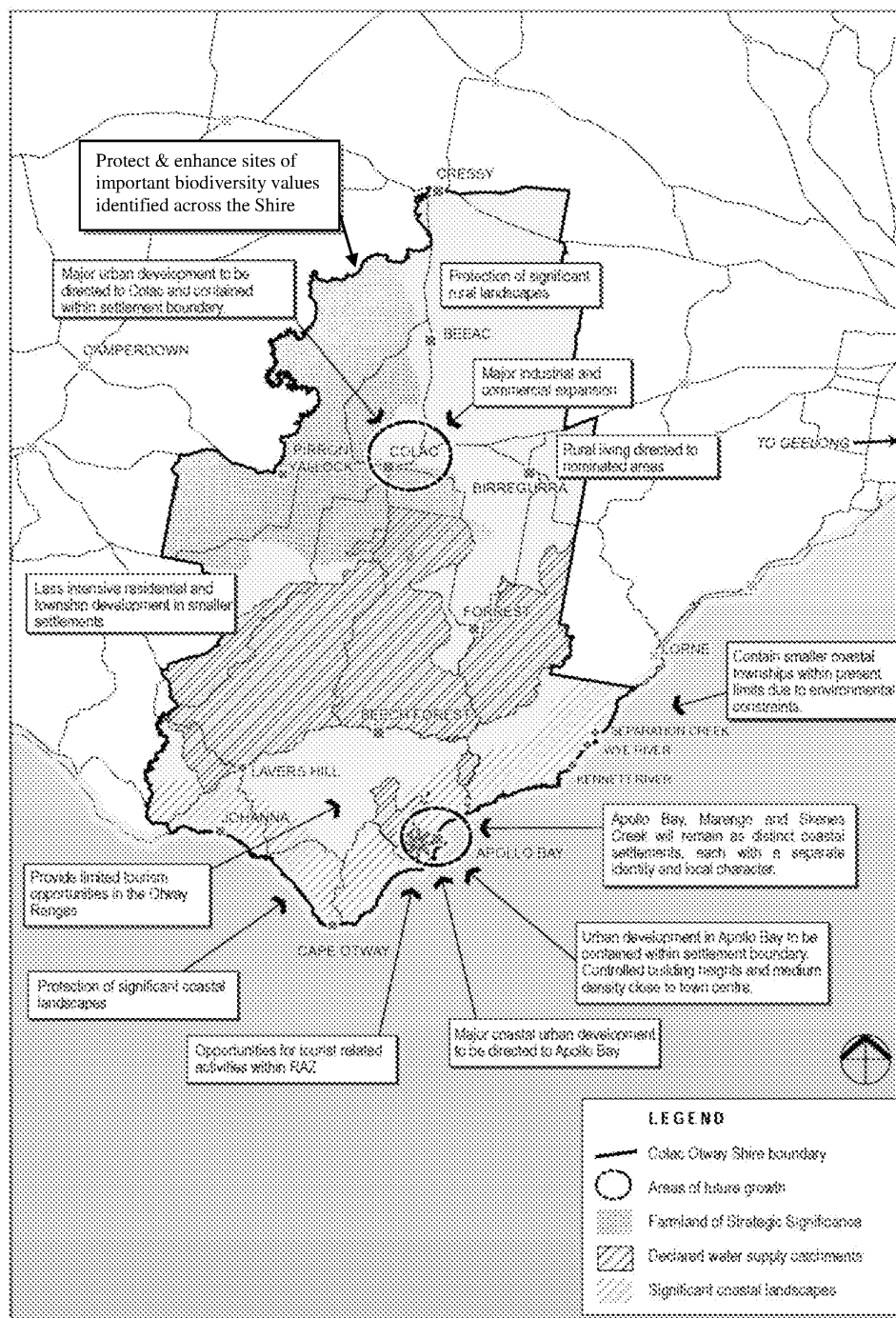
- Opportunities for tourism are provided to contribute to the growth of the Shire.
- Tourism growth will be managed sustainably and the environmental and landscape assets that attract tourists and new residents alike will be protected.
- Limited opportunities will be provided for tourist related activities in the Apollo Bay hinterland and the Otways.

**Environmental features**

- Significant rural and coastal landscapes will be preserved and protected.
- Key natural assets such as declared water supply catchments, the coast, forested public land, rivers and watercourses, lakes and major geological features will be protected from inappropriate land use and development.
- Key biodiversity values will be protected such as the Ramsar wetlands and aquatic systems that provide valuable habitat as breeding sites and drought refuge for wetland birds.
- × Key threatened flora and fauna species and their habitat, including significant remnant vegetation communities will be protected.
- Movement corridors that support threatened species, including roadside vegetation of high conservation value will be protected.
- Development will respond to environmental risks such as bushfire, flooding, landslip, erosion and salinity.
- Those natural, physical and amenity features that contribute to the character of the Otway Ranges and Coast will be protected and enhanced for future generations.

COLAC OTWAY PLANNING SCHEME

Colac Otway Strategic Framework Plan



COLAC OTWAY PLANNING SCHEME

**21.04 ENVIRONMENT**

//2012  
C70

**21.04-1 Catchment Management**

18/06/2009  
C55

**Overview**

Colac Otway has a great diversity of ecosystems in the region which provides a base for an equally diverse and rich flora and fauna. The deeply dissected ridges and valleys of the Otways contrasts strongly with the open northern plains studded with crater lakes.

The Corangamite Regional Catchment Strategy describes the land, water and biodiversity assets of the region and provides a planning framework for the protection and restoration of these assets.

Integration of Shire policies and actions with those of its partners, specifically those related to catchment management, coastal action and forest management is an important component of sustainable natural resource management in the Shire.

**Objectives**

- To promote a co-operative regional approach to natural resource management

**Strategies**

- Adopt an integrated catchment management approach to the assessment and development of the Shire's natural resources.
- Consider land capability in the assessment of use and development proposals.
- Encourage land management practices and land use activities that are sustainable and can protect the environment.
- Promote the integrated management of public and private land with particular attention to the interface between the two.
- Protect the lakes from environmental degradation by limiting adjacent development and maintaining high quality wastewater treatment in Colac.

**21.04-2 Water**

//2012  
C70

**Overview**

- The ~~Draft~~ Corangamite River Health Strategy identifies waterways of national, state and regional importance. The Colac Otway Planning Scheme currently recognises the significance of these assets with the Environmental Significance Overlay applying to lakes, wetlands and streams across the municipality.
- The saline lakes of the Volcanic Plain north of Colac are a significant feature of the region. These lakes are of international significance because of the number of threatened species and migratory species which depend on the sites.
- × Lakes and wetlands of the volcanic plains and rivers, estuaries and coastal wetlands found in the Otway Ranges and on the coast provide important values for biodiversity in the Shire. Some of these aquatic systems are listed under the international Ramsar Convention as important wetlands whilst others provide valuable habitat as breeding sites and drought refuge for wetland birds, various fish species and wetland flora. The Aire River is recognised as a Heritage River and as a productive estuary.
- Lake Colac is a freshwater lake and is the most prominent environmental feature in the locality being formed through volcanic activity. Water quality in Lake Colac has been identified as a major issue for a number of years, and this has been evident through indicators such as blue-green algal blooms and sediment build up. Some of the main causes of poor water quality in the lake have been associated with development,

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particularly industry, close to the lake, transport of nutrients and pollutants to the lake from creeks and through runoff and through leachate from the former tip site.

- Barwon Water and Wannon Water are responsible for managing the six declared water supply catchments in the Colac Otway Shire. The declaration recognises the importance of these catchments for domestic water supply and the need to protect the water quality from inappropriate land use and development such as timber harvesting and road and building construction.
- Southern Rural Water is the responsible authority for management of groundwater diversion. Three groundwater management areas have been declared in the Colac Otway Shire: the Warrion, Paaratte and Gerangamete. Groundwater Management Plans describe the nature of these groundwater areas and outline their management to ensure long-term sustainability.
- Water quality of rivers and streams north of the Otway Ranges is generally poor due to the impacts of land clearing and development.

**Objectives - Water**

- To protect water catchments.
- To retain and improve water quality and water yield.
- \* To protect and enhance the ecological values of lakes, wetlands and waterways within the Shire.

**Strategies - Water**

- Ensure water quality standards and impact on water yields are considered in the assessment of planning permit applications.
- Ensure that the maintenance in natural condition of watercourses is considered in the assessment of use and development proposals.
- \* Encourage land use and development that will protect and enhance the ecological values of lakes, wetlands and waterways and be appropriately setback from lakes, wetlands and watercourses.
- Promote the establishment of reticulated sewerage systems in townships where appropriate.
- Promote the introduction of improved septic tank systems and alternative waste treatment systems in areas where sewerage systems are not available.
- Encourage the use of "constructed wetlands" as a means of storing floodwater, improving water quality and adding to natural habitats.

**21.04-3**

//2012  
C70

**Vegetation**

**Overview**

- The Corangamite Native Vegetation Plan (2003 – 2008) provides a strategic plan for protection, enhancement and restoration of native vegetation across the Region.
- The majority of native vegetation is found on public land within the Colac Otway Shire with small remnants on private land. An estimated 78 per cent of the region's original native vegetation is now cleared. Of the 22 per cent remaining vegetation, about half of this is found on private land or on linear strips such as roadsides and disused railway lines and much of this is considered threatened.
- Remnant vegetation on private land is generally small in size and often isolated and therefore particularly vulnerable to degradation from pests, disease or disturbance.
- \* Important biodiversity values are found within vegetation communities across the Shire supporting habitat for threatened flora and fauna species.

**Objectives**

COLAC OTWAY PLANNING SCHEME

- To identify, protect and enhance habitat values of significant native vegetation.

**Strategies**

- Maintain bio-diversity through the protection of significant habitats including remnant vegetation.
- Protect native vegetation and other significant stands of vegetation in order to prevent land degradation, maintain water quality and protect the bio-diversity of flora and fauna species.
- Encourage land use and development that recognises, protects and enhances threatened species habitat values associated with native vegetation.

**21.04-4**

18/06/2009  
C55

**Salinity**

**Overview**

- At present over 20,000 hectares of salinity are mapped in the Corangamite CMA region including both primary and secondary salting. Water quality in rivers and streams as well as lakes and wetlands has declined since European settlement due to increasing salinity and reduced flow regimes.
- The Draft Corangamite Salinity Action Plan (2003 – 2008) identifies salinity as a significant threat to agricultural production and biodiversity, especially in the lakes and plains area north of Colac.
- Salinity is a significant threat, particularly in the northern half of the Shire, to water quality and urban infrastructure.

**Objectives**

- To minimise the impact of salinity on agricultural land, water quality and urban infrastructure.

**Strategies**

- Adopt an integrated catchment management approach to the assessment and development of the Shire's natural resources.
- Promote land management practices that protect soil resources from degradation.
- Encourage land management practices that seek to improve areas of soil degradation.

**21.04-5**

18/06/2009  
C55

**Erosion**

**Overview**

- Landslides are a significant hazard in the southern half of the Shire associated with steep slopes and high rainfall including the Otway Ranges from Marengo to Wye River; the slopes of the Barham River and Gellibrand River valleys; the Hordern Vale – Glenaire area; the Lavers Hill – Johanna River area; the Kwarren – Yeodene area; and the Irrewillipe area.
- Landslides are triggered by prolonged and/or intense rainfall, man-made changes to the landscape primarily through clearance of native vegetation and rare earthquake events.

**Objectives**

- To ensure that use and development has regard to the potential for landslip.
- To ensure that in areas where a risk of landslip is identified, all new buildings and works do not increase the possibility of landslip on the land or surrounding land.
- To manage landslip risk especially along the coastal areas.



COLAC OTWAY PLANNING SCHEME

**Strategies**

- Ensure that in areas where a risk of landslip is identified, all new buildings and works do not increase the possibility of landslip on the land or surrounding land.
- Avoid vegetation removal in areas susceptible to landslip.
- Reduce and stabilise movement and disturbance in landslip areas by replanting vegetation and by good site drainage including limited on-site disposal of treated wastewater effluent and stormwater, where appropriate.
- Ensure new development demonstrates tolerable risk to property and loss of life.
- Consider land capability in the assessment of use and development proposals.
- Promote land management practices that protect soil resources from landslip, contamination, compaction and other forms of degradation.

**21.04-6**

18/06/2009  
C55

**Flooding**

**Overview**

- The Colac Otway Planning Scheme currently has a Land Subject to Inundation Overlay that reflects the floodways in the Shire.
- Flooding is a significant threat north of the Otway Ranges particularly associated with the Barwon River and the lakes system of the Volcanic Plains.

**Objectives**

- To minimise environmental hazards.

**Strategies**

- Promote floodplain management policies, which minimise loss and damage, maintain the function of the floodway to convey and store floodwater and protect areas of environmental significance.
- Encourage the use of "constructed wetlands" as a means of storing floodwater, improving water quality and adding to natural habitats.

**21.04-7**

18/06/2009  
C55

**Climate Change**

**Overview**

- The impact of climate change on land within Colac Otway Shire has been considered in a recent report (Climate Change in the Corangamite Region – DSE 2004) that addresses temperature, rainfall, drought, water resources, fire, winds, storms and sea level rise.
- It is appropriate to apply the precautionary principle by ensuring that the land use and development considers the future impacts of climate change

**Objectives**

- To ensure that the future use of land for agriculture is adaptable enough to respond to the impacts of climate change.
- To ensure that coastal planning considers and responds to the forecast impacts of climate change.

**Strategies**

- Adopt an integrated catchment management approach to the assessment and development of the Shire's natural resources.

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- Ensure highly capable land is protected for agriculture into the future by discouraging dwellings and subdivision in areas of high agricultural capability and high rainfall.
- Ensure use and development proposals take into account and respond adequately to future sea level rise and storm surge related to climate change.

**21.04-8**

**Landscape Character**

18/06/2009  
C55

**Overview**

The Great Ocean Road Coastline is recognised as one of the most spectacular in Australia and requires sensitive attention to maintain its visual qualities and physical features, biological features and cultural attachments.

The Shire contains various landscapes which have been recognised as being important to protect for their environmental, cultural, social and economic significance. The landscape character types within the Shire, as identified in the Great Ocean Road Region Landscape Assessment Study (GORRLAS) include parts of the Western Plains, Cones and Lakes; the Otway Foothills, Valleys and Uplands; the Otway Forests and Coast; and localised flatlands. Some of the key issues associated with the landscape of the Shire include:

- The importance of landscape character to the economy of the Shire and wider region.
- The need to relate new development to the landscape character types and precincts defined by the GORRLAS.
- The importance of containing township development within defined boundaries, and of managing development on the fringes of townships so that it enhances the character of the town's landscape setting.
- The need to retain the dominance of the landscape between townships and avoid ribbon development.
- The importance of views of the landscape from road corridors, and the need to control and manage development and land use that is highly visible from main road corridors and principal tourist routes.
- The need to retain the dominance of the landscape from key viewing locations throughout the Shire.
- The clear felling of plantation trees adjacent to main road corridors and tourist routes leaving large and often highly visible areas of the landscape scarred, detracting from the landscape character of the Region.
- The need to protect the scenic landscape values of ridgelines and landforms from inappropriate built form and removal of vegetation.

**Objectives**

- To retain the open and rural character of views and outlooks, particularly from main road corridors.
- To maintain the dominance of the natural landscape when viewed from main road corridors and tourist routes outside townships.
- To protect the variety of landscape features and landmarks of the precincts identified in the GORRLAS.
- To increase indigenous planting in the Landscape precincts to further emphasise natural features such as creeks.
- To protect ridgelines from inappropriate development and vegetation removal.

**Strategies**

- Retain existing indigenous and native trees and understorey wherever practical.

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- Discourage the loss of indigenous vegetation particularly in or adjacent to landform features such as rocks.
- Locate development sparsely in the hinterland landscape, maximising space available between buildings and structures for vegetation.
- Utilise finishes and colours that complement those found naturally in the hinterland landscape, with consideration as to how the material will weather over time.
- Between townships, site development a substantial distance from main roads wherever possible.
- Discourage the loss of rural outlook and openness from main road corridors.
- Ensure townships have a definite visual edge, delineating the boundary between urban development and the natural landscape beyond.
- Locate and screen large buildings and structures to minimise their visibility from main roads and key viewing locations.
- Discourage ribbon development between townships.
- Discourage signage clutter at entrances and exits to townships.
- Site buildings and structures away from geological features such as volcanic cones, craters and lakes, wherever possible.
- Retain views of geological features such as volcanic cones, craters and lakes from the Princess Highway and other main roads.
- Discourage quarrying or excavation on geological features.
- Utilise vegetation to screen land use and development, including timber production, which has the potential to impact upon the natural landscape when viewed from main road corridors and tourist routes.
- Discourage new development and removal of vegetation on ridgelines and hill tops where it is of a significant scale that is likely to impact the landscape character of the area.

**21.04-9 Cultural Heritage**

18/06/2009  
C55

**Overview**

Colac Otway Shire has a rich and diverse history that is a microcosm of much of Victoria's history from the days of earliest permanent settlement in the 1830s. The Shire has played an important role in Victoria's growth through pastoral activity; through the dairy industry and farming; through the forest industry, as well through the tourist industry.

Physical evidence of this history is discernible in buildings, archaeological sites and landscapes. It is identified in the homesteads built by squatters and pastoralists, as well as those constructed by later settlers. The history of the Shire's economic development is demonstrated by its main industries – dairying, crops, timber, wool and tourism and is apparent in the surviving woolsheds, dairies, onion factories, sawdust burners and in the variety of different forms of accommodation offered to its visitors since the mid-nineteenth century.

The Shire's ethnic composition and distribution, and the importance of religion in nineteenth and early twentieth century society, is gauged by the distribution of churches and denominational institutions. Local government influences are demonstrated in the shire's buildings and numerous maternal child health centres while State government influence are demonstrated in the hospitals and police facilities as well as in public housing, rail links, roads and bridges.

The history is evident in the commercial areas of Colac in the public, civic, religious and residential buildings, infrastructure, cemeteries, monuments, archaeological sites and landscapes. A large proportion of the Shire's cultural heritage also remains within the smaller townships and centres of the Shire and in outlying rural areas.

Many of the Shire's heritage buildings and sites have been identified and their significance described in the Colac Otway Heritage Study 2003, however the study is not a complete

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listing of the Shire's cultural heritage resources and other places will also need to be identified as time and resources permit. For example further work is required to identify and conserve the Shire's many fine dry stone walls.

**Objectives – Cultural Heritage**

- To protect places and areas of cultural heritage significance and encourage development and adaptation where appropriate that does not detract from their significance.
- To enhance and conserve the Shire's cultural heritage resources while facilitating adaptation and development which does not detract from their significance.

**Strategies – Cultural Heritage**

- Support the retention of the cultural heritage significance of the Shire's heritage places and areas by:
  - Encouraging works to individual places in the Heritage Overlay which contribute to their conservation and enhances their significance.
  - Discouraging demolition of places of heritage significance while encouraging the removal of alterations that do not contribute to their significance.
  - Retaining all places in heritage precincts that contribute to the significance of the precinct.
  - Encouraging new development in precincts that responds to the historic character, form and context of the precinct and makes a positive contribution through innovative design.
- Applying the local policy (at Clause 22.01) on 'Heritage Places and Areas'.

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**21.06 GENERAL IMPLEMENTATION**

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The objectives and strategies identified in Clause 21 will be implemented by:

**Using zones, overlays, local policy and the exercise of discretion**

- Rezoning areas of Farming Zoned land in north-east Colac to Rural Activity Zone.
- Applying minimum setbacks to identified main roads in the schedule to the Farming Zone.
- Rezoning the Industrial 1 Zone land in West Colac to the Farming Zone.
- Rezoning the Industrial 1 Zone land north of Treatment Works and Flaxmill Roads Colac to the Farming Zone.
- Applying the Industrial 1 Zone to land east of Forest Street, Colac to provide for an adequate and diverse supply of industrial land.
- Applying the Business 3 Zone to land in Main Road Colac to recognise existing commercial uses.
- Applying the Rural Living Zone to an area south of Colac with a minimum lot size of 1.2ha to reflect the existing settlement and development pattern.
- Applying the Rural Activity Zone to an area of the Apollo Bay Hinterland with a 40ha minimum lot size.
- Applying the Rural Activity Zone to an area east of Colac with a minimum lot size to reflect the existing settlement pattern.
- Maintain the current minimum lot size provisions in the schedule to the Farming Zone for subdivision of 40ha (with 80ha in the north east).
- Maintain 40 hectares as the minimum area for which no permit is required for a dwelling in the Farming Zone (with 80ha in the north east).
- Applying the Development Plan Overlay (Schedule 2) to undeveloped land zoned Residential 1 in Colac.
- Applying the Development Plan Overlay (Schedule 3) to land proposed to be rezoned to Industrial 1 Zone east of Forest Street, Colac.
- Applying the Design and Development Overlay Schedule 5 to land within the Apollo Bay town centre.
- Applying Design and Development Overlay Schedule 6 to land adjoining the town centre of Apollo Bay.
- Applying Design and Development Overlay Schedule 7 to all other residentially zoned land within Apollo Bay and Marengo.
- Modifying the boundary of Airport Environs Overlay Schedule 2.
- Applying the Significant Landscape Overlay (Schedules 1-5) as identified in the Great Ocean Road Region Landscape Assessment Study and the Apollo Bay Framework Plan.
- Applying the Environmental Significance Overlay (Schedule 6) to an area buffering the Colac Water Reclamation Plant.
- Considering applications for all areas affected by the Heritage Overlay in accordance with Clause 22.01 (Heritage Places and Areas Policy).
- Applying the Environmental Significance Overlay Schedule 2 to protect biodiversity values associated with lakes, wetlands and watercourses and Schedule 4 to protect habitats important for protecting threatened flora and fauna.
- Applying the Vegetation Protection Overlay Schedule 1 to protect significant and remnant vegetation and Schedule 2 to protect high conservation value vegetation along roadsides.

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**Undertaking further strategic work**

- Prepare a rural living strategy to identify appropriate locations for rural residential development across the Shire and to include a more detailed policy on housing and subdivision in rural areas.
- Undertake a Small Towns Strategy to consider extension of the Township Zone in small towns, to be undertaken concurrently with the investigation of other areas for the application of the Rural Living Zone.
- Undertake a review of lots less than 8 hectares in the context of their agricultural capability, level of dwelling development and proximity to townships with a view to applying the Rural Living Zone in appropriate locations.
- Prepare a precinct structure plan for Elliminyt.
- Prepare a precinct structure plan for the East Colac area north of the Princes Highway.
- Undertake a residential land supply analysis for all segments of the Colac market.
- Undertake an industrial land supply analysis for Colac.
- Undertake an analysis of parking issues in the Colac and Apollo Bay Commercial areas.
- Develop an open space strategy to guide future open space provision for residential development in new and established residential areas in Colac and Apollo Bay.
- Further investigate and consider the former Bruce Street landfill site for the purpose of a recreation area or other appropriate use linked to Lake Colac.
- Prepare an Apollo Bay Harbour Precinct Master Plan for the redevelopment of the port vicinity with a tourism, fishing, boating, commercial and recreational focus strengthening links to the town centre and providing net community benefits.
- Prepare a structure plan for Birregurra to manage future growth in a manner responsive to environmental constraints and respectful of the unique qualities of this township. This should be prepared and implemented before the advent of sewerage to ensure development is properly controlled to ensure the preservation and enhancement of the local character and natural and built form of the town.
- Investigate the development of policy guidelines to guide development within Birregurra township including materials, built form, height, setback and colours and the appropriateness of a Design and Development Overlay to protect its unique qualities.
- In conjunction with Barwon Region Water Corporation, assess the needs and opportunities for reticulated sewerage in Birregurra and impacts on future development.
- Update Overlays on completion of the Corangamite River Health Strategy.
- ~~▪ Update the Vegetation Protection and Environmental Significance Overlays to incorporate revisions to the Ecological Vegetation Class mapping.~~
- Update the Land Subject to Inundation Overlay and schedule to align with revised data and mapping when available from the Corangamite Catchment Management Authority.
- Revise the Erosion Management Overlay following completion of the Department of Primary Industries and Corangamite Catchment Management Authority review.
- Consider applying the Salinity Management Overlay to areas recommended by the Corangamite Catchment Management Authority.
- Review retail and office floor space needs in Colac and review zones accordingly.

**Undertaking other actions**

- Maintain close linkages with the Corangamite Catchment Management Authority, the Western Coastal Board, VicRoads, Water Corporations, the Victorian Coastal Council,

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the Department of Sustainability and Environment and the Department of Planning and Community Development to ensure regional consistency is developed.

- Undertake urban design improvements for the enhancement of the Colac Town Centre.
- Undertake enhanced recreation and pathway connections particularly around Lake Colac and in relation to the proposed Education, Recreation and Community Precinct.
- Maintain and enhance the local road network, particularly links with Colac, to support viability of Birregurra and encourage tourism.
- Investigate the land use planning implications of sea level rise and storm surge associated with climate change and appropriate planning scheme responses.
- Identify and protect RAMSAR wetlands as important ecological and economic assets.
- Identify and promote activities which illustrate and are sensitive to local Koori history and culture.

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**21.07 REFERENCE DOCUMENTS**

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C

The following strategic studies have informed the preparation of this planning scheme. All relevant material has been included in the Scheme and decisions makers should use these documents for background research only. Material in these documents that potentially provides guidance on decision making but is not specifically referenced by the Scheme should not be given any weight.

**Settlement**

- Apollo Bay Structure Plan (2007)
- Colac Structure Plan (2007)
- Apollo Bay and Marengo Neighbourhood Character Review Background Report (2003)
- Barwon Downs Township Masterplan (2006)
- Beeac Township Masterplan (2001)
- Beech Forest Township Masterplan (2003)
- Birregurra Township Masterplan (2003)
- Carlisle River Township Masterplan (2004)
- Cressy Township Masterplan (2007)
- Forrest Township Masterplan (2007)
- Gellibrand Township Masterplan (2004)
- Lavers Hill Township Masterplan (2006)
- Siting and Design Guidelines for Structures on the Victorian Coast, Victorian Coastal Council (1997)
- Skenes Creek, Kennett River, Wye River and Separation Creek Neighbourhood Character Study (2005)
- Swan Marsh Township Masterplan (2001)

**Environment**

- Biodiversity Action Planning – Otway Plain Bioregion, 2003
- Biodiversity Action Planning – Otway Ranges Bioregion, 2003
- Biodiversity Action Planning – Victorian Volcanic Plains Bioregion, 2003
- Biodiversity Action Planning – Warrnambool Plains Bioregion, 2003
- Central West Victoria Regional Coastal Action Plan (2002)
- Central West Victoria Estuaries Coastal Action Plan (2005)
- Coastal Spaces Recommendations Report (2006), Department of Sustainability and Environment
- Colac Otway Heritage Study (2003)
- Colac Otway Shire Three Towns Stormwater Management Strategy (2004)
- Colac Otway Stormwater Management Plan (2002)
- Corangamite Floodplain Management Strategy (2002), Corangamite Catchment Management Authority
- ~~Corangamite Native Vegetation Strategy (2006), Corangamite Catchment Management Authority~~ Corangamite Native Vegetation Plan 2003-2008 (2005), Corangamite Catchment Management Authority.



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- Corangamite Regional Catchment Strategy 2003 – 2008 (2003), Corangamite Catchment Management Authority
- Corangamite River Health Strategy (2007), Corangamite Catchment Management Authority
- Corangamite Wetland Strategy 2006 – 2011, (2006), Corangamite Catchment Management Authority
- Draft Corangamite Salinity Action Plan (2003), Corangamite Catchment Management Authority
- Great Ocean Road Region Landscape Assessment Study (2003)
- Municipal Fire Prevention Planning Guidelines (1997), Country Fire Authority
- Victorian Coastal Strategy (2002), Victorian Coastal Council
- Wastewater Management Issues Paper: Beeac (2005)
- Wastewater Management Issues Paper: Birregurra (2002)
- Wastewater Management Issues Paper: Forrest (2005)
- Wastewater Management Issues Paper: Kennett River (2002)
- Wastewater Management Issues Paper: Wye River and Separation Creek (2002)
- Domestic Wastewater Management Plan (2007), Colac Otway Shire Council
- × Colac Otway Shire Biodiversity Map October 2009 Main Report
- × Colac Otway Shire Roadside Survey 2009

**Economic Development**

- Colac Otway Economic Development and Tourism Strategy (2004)
- Colac Otway Rural Land Strategy (2007)
- Colac West Industrial Area - Outline Development Plan for the Colac West Industrial Area (1996)

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C70

**SCHEDULE 1 TO THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**

Shown on the planning scheme map as **ESO1**

**WARRION GROUNDWATER PROTECTION AREA**

**1.0**

//2012  
C70

**Statement of environmental significance**

Groundwater is an important source of freshwater and therefore is a significant part of the environment which needs to be carefully managed. Good quality groundwater has valuable use including for domestic and stock supply, irrigation and industry. The protection and retention of groundwater quality is of major significance to the long term agricultural viability of the Warrion area and the general community.

**2.0**

//2012  
C70

**Environmental objective to be achieved**

To protect and maintain the quality and quantity of groundwater recharge in the Warrion aquifer area.

To promote the appropriate management of the Warrion Groundwater Protection Area.

To provide a consistent approach in managing groundwater issues in line with the Warrion Water Supply Protection Area Groundwater Management Plan 2010.

**3.0**

//2012  
C70

**Permit requirement**

**Vegetation Removal**

A permit is not required to remove, destroy or lop any vegetation, ~~to prune any native vegetation provided it does not exceed 20% of the bio-mass of the vegetation; or~~

**Building and Works**

A permit is not required for ~~the following~~:

- buildings and works associated with informal outdoor recreation, except involving any new or altered effluent disposal system. ~~or~~
- detached non habitable buildings or structures ~~outbuildings~~ less than 300m<sup>2</sup> in floor area. ~~or~~
- alterations and additions to a building ~~dwelling~~ of less than 130m<sup>2</sup> in additional floor area, except involving any new or altered effluent disposal system. ~~or~~
- works ~~undertaken~~ carried out by or on behalf of a public authority relating to waterway ~~watercourse~~ management, environmental improvements or infrastructure services.

**4.0**

//2012  
C70

**Application requirements**

An application should include details, as appropriate, of:

- The proposed development and why it is proposed including a description of its relationship to land use on the site.
- Existing vegetation cover and proposed revegetation including species information.
- Details of any existing effluent disposal system.
- Proposals for effluent disposal and drainage.

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- Proposals for dams and water storage.
- Source of proposed water supply.
- Soil types and geological features.
- Topographic information highlighting significant ridges, hillslopes, crests and drainage lines.
- Waterways and wetlands on or in proximity to the site.

**5.0**

//2012  
C70

**Referral/notice of applications**

An application must be referred in accordance with Section 55 of the Act to the referral authority specified in Clause 66.04 or a schedule to that clause unless in the opinion of the responsible authority, the proposal satisfies requirements or conditions previously agreed to in writing between the responsible authority and the referral authority.

~~Council may seek the comments on any application in accordance with Section 52(1)(c) of the Act from the authority specified in Clause 66.06 or a schedule to that clause.~~

**6.0**

//2012  
C70

**Decision guidelines**

Before deciding on an application the responsible authority must consider, as appropriate:

- The need to minimise effluent and waste disposal.
- The need to minimise groundwater usage (including that incurred indirectly by commercial forestry, softwood plantations, or by direct extraction from bores).
- The capability of the land to accommodate the proposal.
- Warriorn Water Supply Protection Area Groundwater Management Plan 2010.
- The recommendations of the Regional Catchment Strategy.
- Any relevant Whole Farm Plan prepared in accordance with the Department of Primary Industries guidelines.
- The recommendations of the relevant Regional Vegetation Strategy.

COLAC OTWAY PLANNING SCHEME

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C70

**SCHEDULE 2 TO THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**

Shown on the planning scheme map as **ESO2**

**LAKES, WETLANDS AND WATERCOURSES**

**1.0**

**Statement of environmental significance**

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C70

Lakes, wetlands and watercourses are a significant environmental resource that should be protected from inappropriate development. Significant lakes, wetlands and watercourses should be retained as natural drainage corridors with vegetated buffer areas in order to perform their long term function as drainage areas, stream habitat, wildlife corridors and landscape areas, and to minimise erosion and reduce polluted surface runoff from adjacent land uses.

The lakes and wetlands of the Victorian Volcanic Plain and rivers, estuaries and coastal wetlands found in the Otway Ranges and those on the coast contribute an important role in maintaining aquatic and terrestrial flora and fauna biodiversity values. They provide valuable habitat as breeding sites and drought refuge for wetland birds. The region contains aquatic systems that are listed under the international Ramsar Convention including Lake Beecan, Lake Cundare, Lake Murdeduke and Lake Corangamite. These areas provide valuable habitat for a range of threatened flora and fauna species. The Aire River is also recognised as a Heritage River and as a productive estuary.

**2.0**

18/06/2009  
C55

**Environmental objectives to be achieved**

- To protect the quality of water entering lakes, watercourses and wetlands.
- To protect and enhance lakes, watercourses and wetlands with significant flora, fauna and fisheries habitat.
- To minimise erosion along lake foreshore areas and surrounding waterways and catchments.
- To protect and enhance the quality of lake foreshores and riparian strips along watercourses.
- To prevent pollution and increased turbidity of water in natural watercourses.
- To maintain the ability of streams and watercourses to carry natural flows.
- To prevent erosion of banks, streambeds and adjoining land and the siltation of watercourses, drains and other features.
- To consider the intensity of the development of environmentally sensitive land.
- To promote environmental solutions in siting and design in preference to modification of natural systems through technical and engineering measures.

**3.0**

//2012  
C70

**Permit requirement**

A permit is required to construct a fence, other than a post and wire fence.

A permit is not required for the following:

- ~~to~~ removal, destruction or lopping of any non-native vegetation, ~~or~~

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- ~~to pruning of any native vegetation provided it does not exceed one third of the foliage from any individual plant. This exemption does not apply to pruning or lopping of a trunk of a tree or shrub. 20% of the bio-mass of the vegetation; or~~
- buildings and works associated with informal outdoor recreation. This exemption does not apply where ~~except involving~~ any new or altered effluent disposal system is required or where water flow to, or quality of, waterways would be affected. ~~or~~
- detached non habitable building or structure ~~outbuildings~~ less than 130m<sup>2</sup> in floor area. This exemption does not apply where ~~except involving~~ any new or altered effluent disposal system is required or where water flow to, or quality of, waterways would be affected. ~~or~~
- alterations and additions to a dwelling of less than 130m<sup>2</sup> in additional floor area. This exemption does not apply where ~~except involving~~ any new or altered effluent disposal system is required or where water flow to, or quality of, waterways would be affected.
- works ~~undertaken~~ carried out by or on behalf of a public authority relating to waterway ~~watercourse~~ management, environmental improvements or infrastructure services.

4.0

18/06/2009  
C55

**Referral/notice of applications**

An application must be referred in accordance with Section 55 of the Act to the referral authority specified in Clause 66.04 or a schedule to that clause unless in the opinion of the responsible authority, the proposal satisfies requirements or conditions previously agreed to in writing between the responsible authority and the referral authority.

Council may seek the comments on any application in accordance with Section 52(1)(c) of the Act from the authority specified in Clause 66.06 or a schedule to that clause.

5.0

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C70

**Decision guidelines**

Before deciding on an application the responsible authority must consider as appropriate:

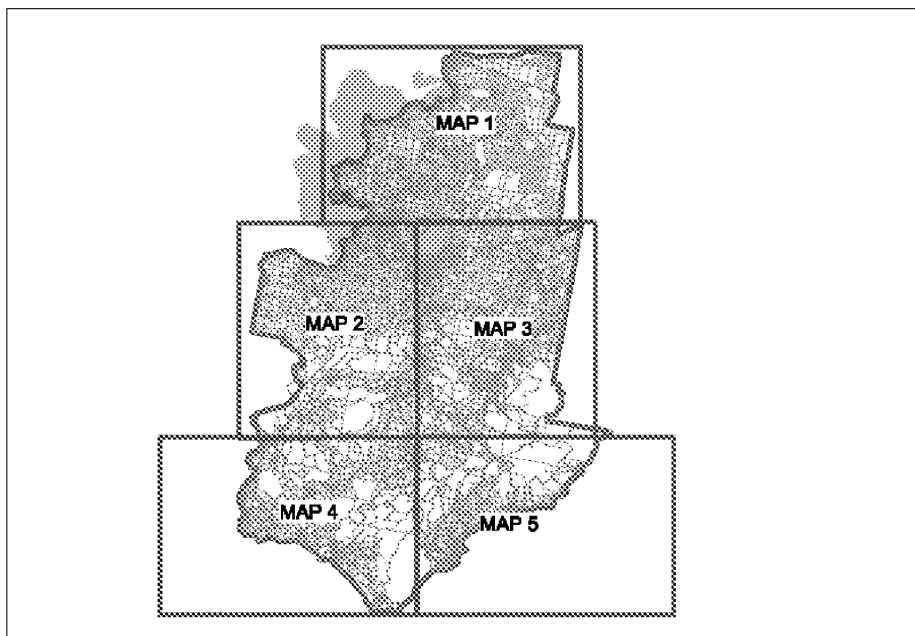
- × ~~The particular characteristics of the site listed in the table in this schedule and referenced in the map titled Colac Otway Shire – Sites of Biodiversity Significance, June 2002. The environmental values of the site as listed in the Table of Values and shown in Maps 1 and 2 in this Schedule and referenced in the Colac Otway Shire Biodiversity Map October 2009 Main Report.~~
- The impact of vegetation removal and any proposed alteration to stream bank topography.
- The impact of the development on water yield.
- Whether the lake bank can be reinstated as far as is practicable to the natural setting.
- × The ability for discharged effluent to remain on site and the ability for effluent treatment and disposal to satisfactorily comply with the EPA Code of Practice for Septic Tanks.
- The desirability of only using post and wire fencing on land adjacent to lakes or watercourses.
- The ability to provide a vegetated buffer of a width of at least 50 metres around lakes or watercourses where no development will take place.
- The location of a proposed building envelope relative to a lake, wetland or stream and the likely impact of the construction of a building within that building envelope on the environmental quality of the lake, wetland or stream.
- The measures taken to effectively screen a proposed building to maintain the visual amenity of the lake, stream or wetland.

COLAC OTWAY PLANNING SCHEME

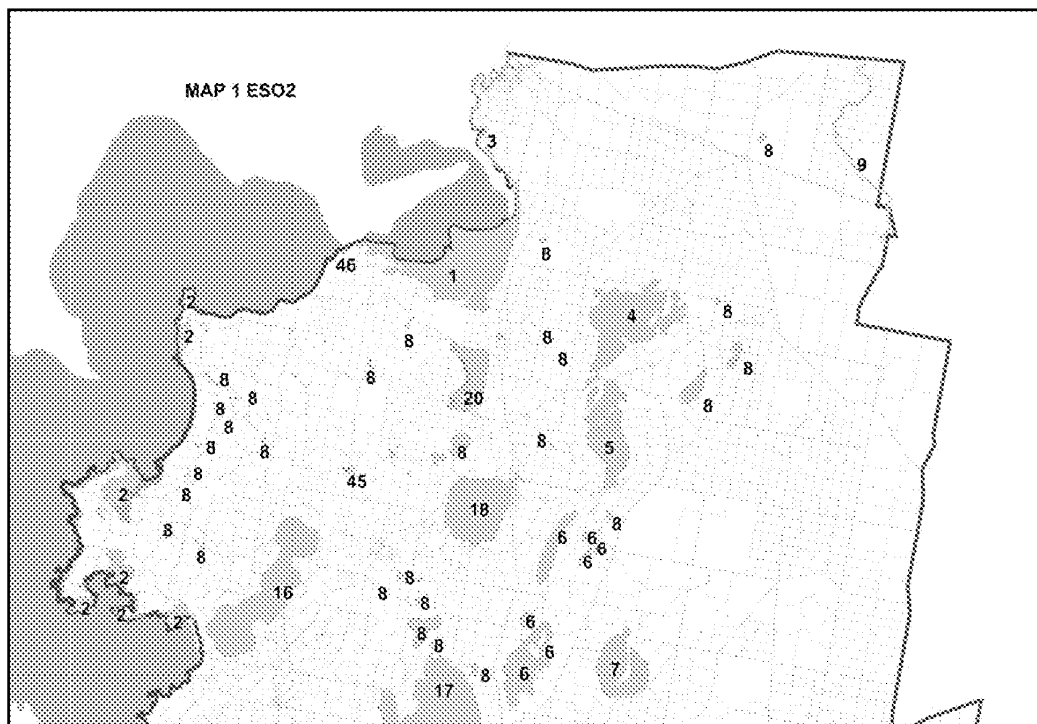
- The availability of alternative land outside the overlay area;
- The possible effect of the development on the quality and quantity of water;
- The potential for flooding to occur;
- The conservation of natural terrestrial and aquatic habitats;
- The preservation of and the impact on soils and the need to prevent erosion;
- The protection of the area for its recreational value;
- The conservation of natural habitats and ~~the preservation of~~ native flora, fauna, fish and other aquatic life;
- The need for fencing off of waterways and other land management measures.
- The function of the lake, wetland or watercourse as part of a broader natural system.
- × Any relevant Regional River Health Strategy and Wetland Strategy.
- Whether the application is subject to the Environment Protection and Biodiversity Conservation Act 1999.

COLAC OTWAY PLANNING SCHEME

KEY MAP TO SCHEDULE 2 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY

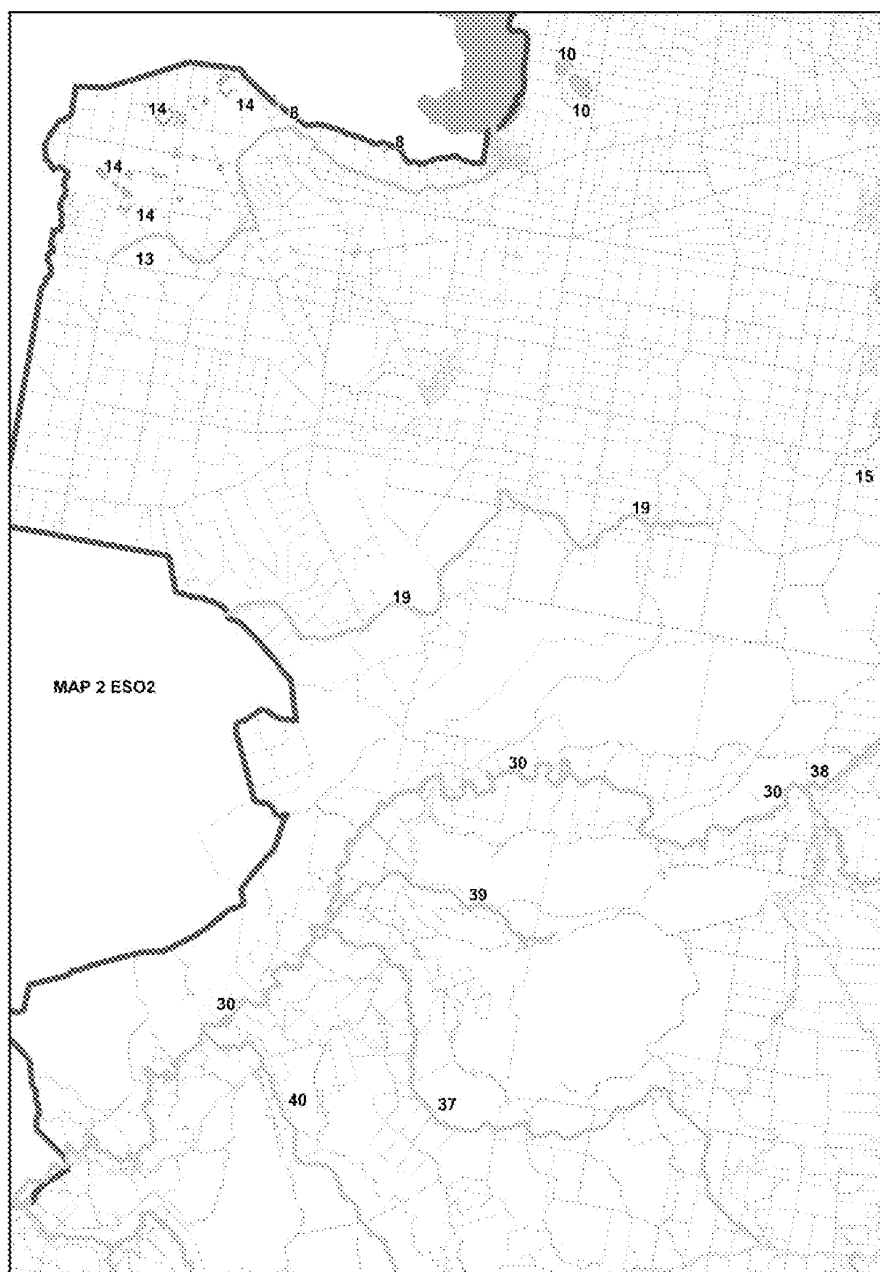


MAP 1 TO SCHEDULE 2 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY  
(Numbers relate to bracketed Shire reference number in Table of Values)



COLAC OTWAY PLANNING SCHEME

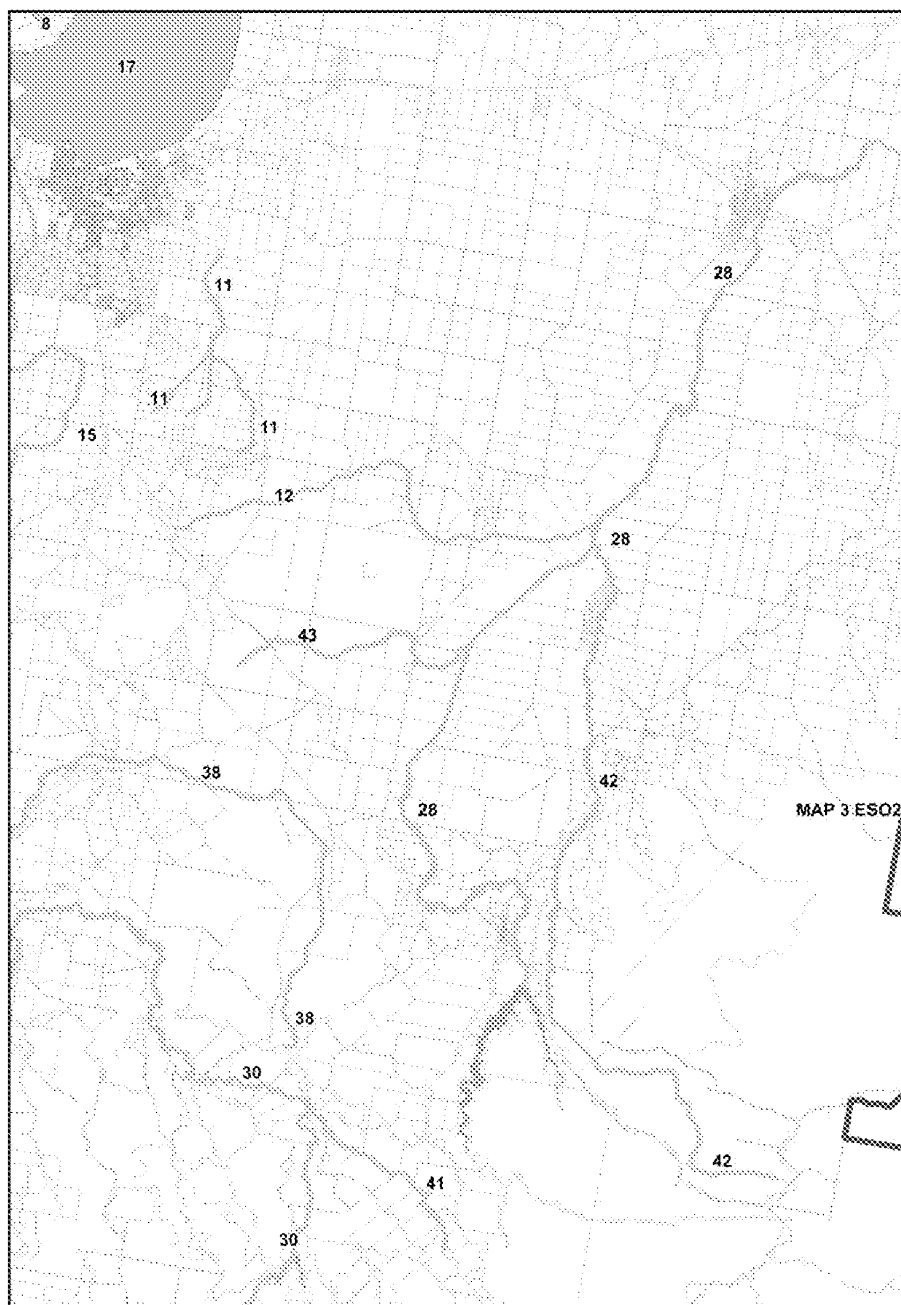
**MAP 2 TO SCHEDULE 2 OF THE ENVIRONMENTAL SIGNIFICANCE  
OVERLAY (Numbers relate to bracketed Shire reference number in Table of Values)**





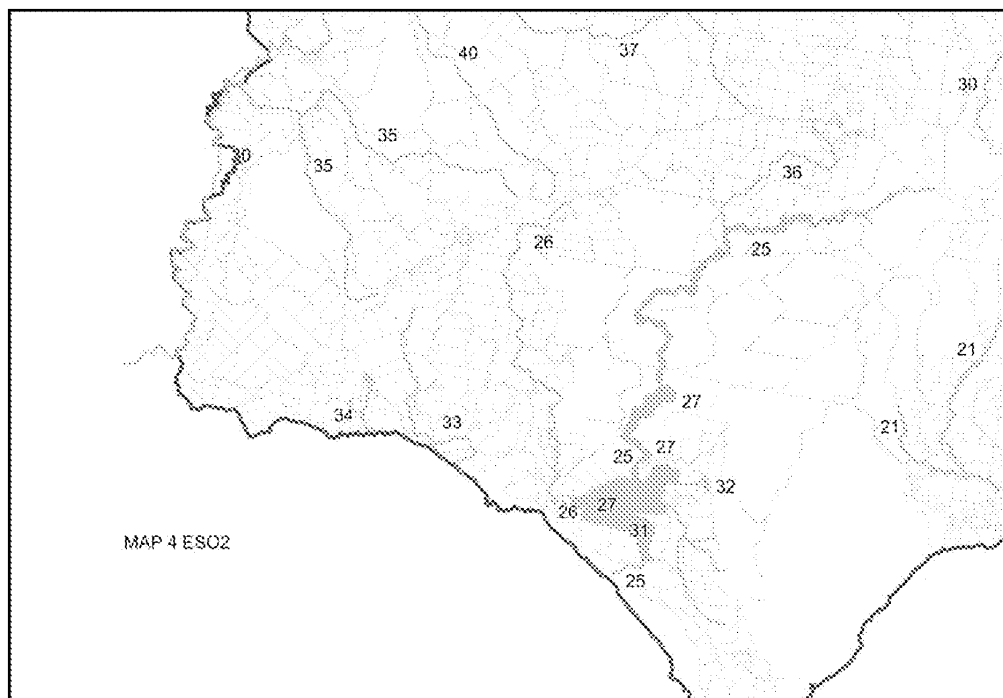
COLAC OTWAY PLANNING SCHEME

**MAP 3 TO SCHEDULE 2 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)

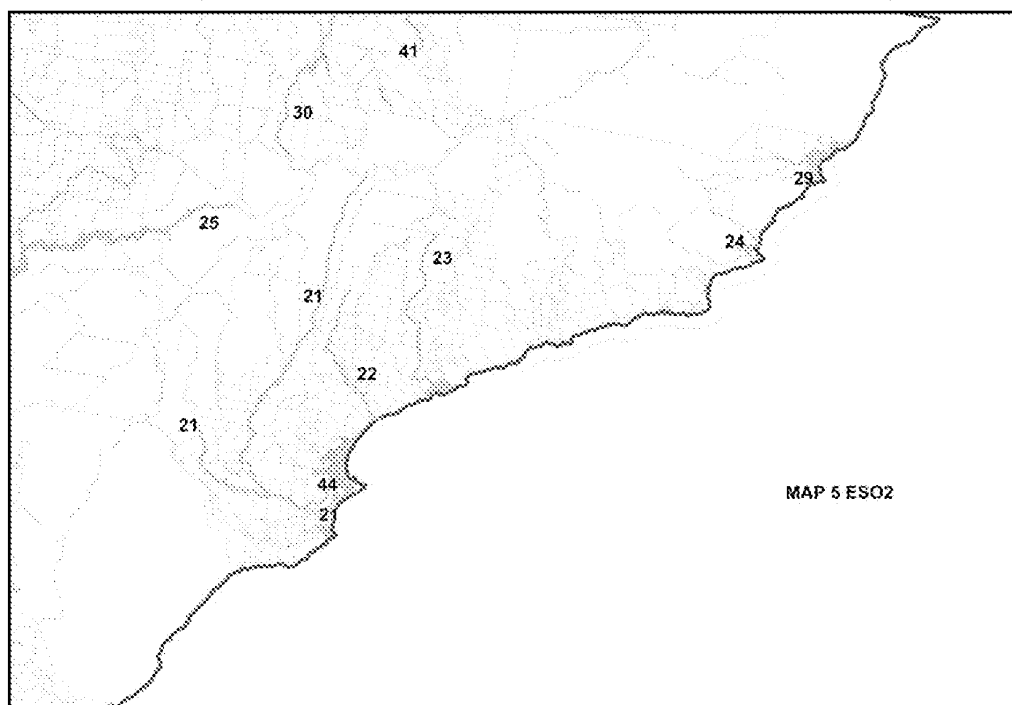


COLAC OTWAY PLANNING SCHEME

**MAP 4 TO SCHEDULE 2 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)



**MAP 5 TO SCHEDULE 2 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)



**TABLE OF VALUES TO THE LAKES, WETLANDS AND WATERCOURSES**

Shown on the planning scheme map as **ESO2**

| Ref. No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Location                | Ramsar Wet<br>land/Directory of<br>Important Wetlands | Wildlife<br>Reserve | Rare or<br>threatened<br>species<br>present | High<br>Biodiversity<br>values/links | Depleted<br>wetland type | Comments |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------|---------------------|---------------------------------------------|--------------------------------------|--------------------------|----------|
| ESO2(1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | CundarePool/Lake Martin | Y                                                     | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Breeding site for wetland birds. Flocking site for Australasian Shoveler (vu), Freckled Duck (L, en), Glossy Ibis (nt, C), Gull-billed Tern (L, en), Hardhead, Whiskered Tern (nt). Also present Brolga (L, vu), Cape Barren Goose (nt), Eastern Great Egret (L, vu, C), Pied Cormorant (nt), Whiskered Tern (nt). Part of Cundare Pool (Lake Martin) Lake Reserve. The wetland has supported seven species listed under JAMBA and CAMBA. Large areas of Beaded Glasswort <i>Sarcocornia quinqueflora</i> dominated saltmarsh occur.                                                                           |                         |                                                       |                     |                                             |                                      |                          |          |
| ESO2(2)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Lake Corangamite        | Y                                                     | N                   | Y                                           | Y                                    | U                        |          |
| <b>Comments</b><br>Internationally Significant Wetland – Western District Lakes Ramsar site.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                         |                                                       |                     |                                             |                                      |                          |          |
| ESO2(3)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Woody Yalack Creek      | N                                                     | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Index of Stream Condition- moderate. Floodplain riparian woodland EVC56(E)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |                                                       |                     |                                             |                                      |                          |          |
| ESO2(4)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Upper Lough Calvert     | Y                                                     | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Avoid draining of swamp and/or wetland. Flocking site for Brolga (L, vu), Glossy Ibis (nt, C), Pied Cormorant (nt), Whiskered Tern(nt), Australasian Shoveler (vu), Musk Duck (vu), Cape Barren Goose (nt), Caspian Tern (L, nt, C, J), Blue winged parrot and possible Orange Bellied Parrot habitat.                                                                                                                                                                                                                                                                                                         |                         |                                                       |                     |                                             |                                      |                          |          |
| ESO2(5)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Middle Lough Calvert    | Y                                                     | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Semi- permanent saline wetland Lough Calvert drainage scheme. It supports large numbers of waterbirds including several species that breed there i.e. Straw-necked Ibis, Glossy Ibis, Black Swan, Eurasian Coot and Gull-billed Tern. Flocking site for Hardhead(vu), Freckled Duck(L, en), Australasian Shoveler (vu), Cape Barren Goose (nt), Also present Glossy Ibis (nt, C), Blue billed duck, Spotted Harrier (nt), Whiskered Tern (nt), Musk Duck (vu), Blue-billed Duck (L, en), Caspian Tern (L, nt, c, J), Gull-billed Tern (L, en), Fat-tailed Dunnart (nt), Round-leaf Wilsonia, Beaded Glasswort. |                         |                                                       |                     |                                             |                                      |                          |          |
| ESO2(6)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Lower Lough Calvert     | Y                                                     | Y                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Wetland of National Importance. Cape Barren Goose (nt), Whiskered Tern (nt), Caspian Tern (L, nt, c, J).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                         |                                                       |                     |                                             |                                      |                          |          |

COLAC OTWAY PLANNING SCHEME

| Ref. No                                                                                                                                                                                                                                                                         | Location                     | Ramsar Wet<br>land/Directory<br>of Important<br>Wetlands | Wildlife<br>Reserve | Rare or<br>threatened<br>species<br>present | High<br>Biodiversity<br>values/links | Depleted<br>wetland type | Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------|---------------------|---------------------------------------------|--------------------------------------|--------------------------|----------|
| ESO2(7)                                                                                                                                                                                                                                                                         | Lake Thurrunbong             | Y                                                        | Y                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Four species listed by both JAMBA and CAMBA have been recorded at these wetlands as well as Brolgas. Flocking site for Australasian Shoveler (vu), Hardhead (vu). Also present Brolga (L, vu).                                                               |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(8)                                                                                                                                                                                                                                                                         | Significant Wetlands         | N                                                        | N                   | U                                           | U                                    | Y                        |          |
| <b>Comments</b><br>Significant Wetlands- depleted wetland type in Bioregion. Lake Oudit Lake Reserve. Plains Stony Knoll Scrubland/Grassland Saline Lake Verge Herbland Brackish/Saline Lake Verge Complex.                                                                     |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(9)                                                                                                                                                                                                                                                                         | Mia Mia Creek                | N                                                        | N                   | N                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Index of stream condition= Medium. Riparian vegetation.                                                                                                                                                                                                      |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(10)                                                                                                                                                                                                                                                                        | The Basins-<br>Reserve       | Y                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Permanent and semi- permanent saline wetlands. Musk Duck (vu) Hard-head (vu), Australasian Shoveler (vu).                                                                                                                                                    |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(11)                                                                                                                                                                                                                                                                        | Barongarook Creek            | N                                                        | N                   | Y                                           | U                                    | Y                        |          |
| <b>Comments</b><br>Environmental Values as follows: Very high scores for Significant Fauna, Significant EVC and Wetland Rarity. High scores for Invertebrates (Observed v Expected) and Proportion of Native Fish. Six species of native fish and one shrimps species recorded. |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(12)                                                                                                                                                                                                                                                                        | Boundary Creek               | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Four species of native fish recorded, native crayfish and shrimp. Showy Lobelia ( <i>Lobelia beaugleholei</i> ) (r).                                                                                                                                         |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(13)                                                                                                                                                                                                                                                                        | Pirron Yallock Creek         | N                                                        | N                   | Y                                           | U                                    | N                        |          |
| <b>Comments</b><br>Index of Stream Condition moderate. Three species of native fish recorded near Lake Corangamite.                                                                                                                                                             |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(14)                                                                                                                                                                                                                                                                        | Stoneyford-Bungador Wetlands | Y                                                        | N                   | Y                                           | Y                                    | Y                        |          |
| Growing Grass Frog (L, VU, en), Flocking site for Magpie Goose (L, nt), High Biodiversity.                                                                                                                                                                                      |                              |                                                          |                     |                                             |                                      |                          |          |

COLAC OTWAY PLANNING SCHEME

| Ref. No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Location                                                       | Ramsar Wet<br>land/Directory<br>of Important<br>Wetlands | Wildlife<br>Reserve | Rare or<br>threatened<br>species<br>present | High<br>Biodiversity<br>values/links | Depleted<br>wetland type | Comments |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|---------------------|---------------------------------------------|--------------------------------------|--------------------------|----------|
| ESO2(15)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Deans Creek                                                    | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Index of Stream Condition moderate. Five species of native fish recorded. Environmental assets as follows: Very high scores for Significant Fauna and high scores for proportion of Native Fish. An endangered wetland type in the Bioregion.                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                |                                                          |                     |                                             |                                      |                          |          |
| ESO2(16)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Red Rocks Lakes & The Basins                                   | Y                                                        | N                   | Y                                           | Y                                    | Y                        |          |
| <b>Comments</b><br>Corangamite Water Skink present in Lake Coraguiac and Lake Gnalingurk.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                |                                                          |                     |                                             |                                      |                          |          |
| ESO2(17)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Lake Colac                                                     | N                                                        | N                   | Y                                           | Y                                    | Y                        |          |
| <b>Comments</b><br>Flocking site for many water birds including Australasian Shoveler (vu), Blue-billed Duck(L, en), , Eastern Great Egret (L, vu, C,J), Freckled Duck(L, en), , Hardhead(vu), Latham's Snipe, Magpie Goose(L, nt), Musk Duck(vu), Nankeen Night Heron(nt), Pied Cormorant(nt), Royal Spoonbill(vu), Whiskered Tern(nt). Also recorded Cape Barren Goose (nt), Caspian Tern (L, nt, C, J), Corangamite Water Skink (L, EN, cr), Gull-billed Tern (L, en). The Index of Wetland Condition Field Assessment assessed 7 sites around Lake Colac and identified the following EVC's Tall Marsh (821), Aquatic Herbland (653) and Brackish Lake Bed Herbland (539). |                                                                |                                                          |                     |                                             |                                      |                          |          |
| ESO2(18)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Lake Beeac                                                     | Y                                                        | Y                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>It is a shallow lake with a high production of brine shrimps and ostracods, a food source which has supported internationally significant numbers of Banded Stilts ( <i>Ladorhynchus leucocephalus</i> ). The Spiny Peppergrass (a perennial herb listed as endangered in Victoria and across Australia) grows on the margins of the lake - located on the east bank and the north- west bank of Lake Beeac. The Index of Wetland Condition Field Assessment assessed 5 sites around Lake Beeac identifying Plains Saltmarsh (888) as the EVC present.                                                                                                      |                                                                |                                                          |                     |                                             |                                      |                          |          |
| ESO2(19)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Tomahawk Creek (also known as Kennedy's Creek and Muree Creek) | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Native fish – moderate condition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                |                                                          |                     |                                             |                                      |                          |          |
| ESO2(20)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Lake Cundare                                                   | Y                                                        | Y                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>The Index of Wetland Condition Field Assessment assessed 2 sites around Lake Cundare and identified Plains Saltmarsh EVC888 as the main EVC associated with the wetland.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                |                                                          |                     |                                             |                                      |                          |          |

COLAC OTWAY PLANNING SCHEME

| Ref. No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Location                                                                            | Ramsar Wet<br>land/Directory<br>of Important<br>Wetlands | Wildlife<br>Reserve | Rare or<br>threatened<br>species<br>present | High<br>Biodiversity<br>values/links | Depleted<br>wetland type | Comments |
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| ESO2(21)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Barham River, East Branch, West Branch and Main Branch (also known as Stoney Creek) | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <p><b>Comments</b></p> <p>Nationally Important Waterway containing significant species- Australian Grayling. Waterway Reach of Regional Environmental Significance. More than 15 species of native fish recorded. Adjacent wetland rare in Victoria (i.e. &lt;1% total area or number for Victoria or endangered in the bioregion)- Backswamp – herb dominated Shallow freshwater marsh. The Upper Barham East Branch has the very high values for: significant fauna, invertebrate community condition, width of riparian vegetation, longitudinal continuity of riparian zone. The Barham River has very high values for the following features: Significant fauna, fish migration and rare wetlands, Satinwood (f). Flocking site for Sooty Oystercatcher (nt). Breeding site for Pied Cormorant (nt), Hooded Plover (L, e), at the estuary. Rufous Bristlebird (L, f), Otway Black Snail (L, v), Great Egret (L, e), Pacific Gull (nt), Australasian Gannet (v), Australian Grayling (L, V, v), Crested Tern (nt), Cape Barren Goose (nt), Caspian Tern (L, nt, C, J), Common Sand Piper (vu, C, J), Diamond Dove (i, nt), Eastern Great Egret (L, vu, C, J), Fairy Tern (L, en), Grey Goshawk (L, vu), Intermediate Egret (L, cr), White-faced Storm-Petrel (vu), White-fronted Tern (nt), Sanderling (nt, C, J). Assemblage of native fish: Fish species: Freshwater: brown trout, short-finned eel, tupong and estuary, perch. Estuary: Black Bream, Mullet and Australian Salmon.</p> |                                                                                     |                                                          |                     |                                             |                                      |                          |          |
| ESO2(22)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Wild Dog Creek                                                                      | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <p><b>Comments</b></p> <p>Nationally Significant Species – Australian Grayling. Waterway reach of Regional Environmental Significance - high. Environmental Assets include very high values for significant Fauna, Vegetation Longitudinal Continuity, Fish Migration; and high values for invertebrates. Nine Native Fish species recorded, including Australian Grayling. CCMA data: Assemblage of native fish: short finned eel and tupong. Rufous Bristlebird, Australian Grayling, Otway Black Snail, Masked Owl. Spotted galaxias, Australian grayling. Biosites: Slender Tree-fern, Green spleenwort. Wildlife corridor and native fish stream reserve.. There are five sites of Ground Spleenwort along the Wild Dog Creek, locations recorded.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                     |                                                          |                     |                                             |                                      |                          |          |
| ESO2(23)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Skenes Creek                                                                        | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <p><b>Comments</b></p> <p>Nationally Important Waterway- Australian Grayling. Environmental Assets include very high values for Significant Fauna, Vegetation Longitudinal Continuity, Vegetation Structural Integrity, high values for invertebrates. Six Native fish species recorded. Broad finned galaxias, Common galaxias, Tupong, Australian Grayling.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                     |                                                          |                     |                                             |                                      |                          |          |
| ESO2(24)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Kennett River                                                                       | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <p><b>Comments</b></p> <p>Nationally Important Waterway – Australian Grayling. Very high values for Significant Fauna, Vegetation Longitudinal Continuity, Vegetation Structural Integrity and Fish Migration. Native Fish –include Spotted Galaxias, Tupong, Greenback Flounder, yellow-eye mullet, Barred galaxias.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                     |                                                          |                     |                                             |                                      |                          |          |

COLAC OTWAY PLANNING SCHEME

| Ref. No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Location            | Ramsar Wet<br>land/Directory<br>of Important<br>Wetlands | Wildlife<br>Reserve | Rare or<br>threatened<br>species<br>present | High<br>Biodiversity<br>values/links | Depleted<br>wetland type | Comments |
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| ESO2(25)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Aire River          | Y                                                        | Y                   | Y                                           | Y                                    | U                        |          |
| <p><b>Comments</b></p> <p>Nationally important waterway. State Importance: Heritage River. Classified as a Representative river by the Victorian River Health Strategy. Regional Significance: Waterway reach of Regional Environmental Significance. One of 10 Rivers in CCMA to be classified as Ecologically Healthy River. Australian Grayling (L, VU, vu) have been recorded. Australian Mudfish (L, cr) Environmental Assets as follows: Very high values for Significant Ecological Vegetation Class, Significant Fauna, Fish Migration, Wetland Rarity, Heritage or Representative River. High scores for Proportion of Native Fish and Wetland Significance. There are thirteen threatened fauna species within the Aire River reach and its associated corridor and in addition Twenty - one species of native fish recorded, including the nationally listed Australian Grayling, and FFG listed Australian Mudfish. Upper reaches contain significant flora species.</p> |                     |                                                          |                     |                                             |                                      |                          |          |
| ESO2(26)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Ford River          | U                                                        | U                   | U                                           | U                                    | U                        |          |
| <p><b>Comments</b></p> <p>Waterway reach of Regional Environmental Significance. Eight species of native fish recorded. Environmental Values are as follows: Very High values for Significant EVC, Invertebrates, and Wetland Rarity. High values for Fish Migration. Reach of Regional Environmental Significance. Significant EVCs Swamp ScrubEVC53 (E), Cool Temperate Rainforest EVC31(E). Associated wetland Lake Horden – shallow permanent open freshwater) is considered rare in Victoria (ie &lt;1% total area or number for Victoria or endangered in the bioregion).</p>                                                                                                                                                                                                                                                                                                                                                                                                  |                     |                                                          |                     |                                             |                                      |                          |          |
| ESO2(27)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Aire River Wetlands | Y                                                        | Y                   | Y                                           | Y                                    | U                        |          |
| <p><b>Comments</b></p> <p>Wetlands of National Importance. Lake Horden is considered to be of State significance for its geomorphology. The Great Egret and Cape Barren Goose have been sighted within these wetlands. Tasmanian Mudfish and Australian Grayling occur within the system. Australian Grayling migrate up the system. Estuarine Wetland EVC(10) (E), Swamp Scrub EVC(53) (E), Floodplain Reedbed EVC863 E. Pacific Gull(nt), Cape Barren Goose (nt), Caspian Tern(L, nt, CJ), Royal Spoonbill (vu), Rufous Bristlebird (L, nt), Pied Cormorant (nt), Eastern Great Egret (L, vu, C, J), Intermediate Egret (L, cr), Blue-billed Duck (L, en), Latham's Snipe (nt, C, J), Black Falcon (vu), Hardhead (vu), Australasian Shoveler (vu), Australian Mudfish (L, cr), Woolly Tea-tree. The Index of Wetland Condition Field Assessment identified the Tall Marsh (821) and Swamp Scrub (53) EVC's associated with Lake Horden, Lake Craven and Lake Costlin.</p>         |                     |                                                          |                     |                                             |                                      |                          |          |
| ESO2(28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Barwon River        | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <p><b>Comments</b></p> <p>Eight species of native fish and one native crayfish recorded.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                     |                                                          |                     |                                             |                                      |                          |          |



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| Ref. No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Location                     | Ramsar Wet<br>land/Directory<br>of Important<br>Wetlands | Wildlife<br>Reserve | Rare or<br>threatened<br>species<br>present | High<br>Biodiversity<br>values/links | Depleted<br>wetland type | Comments |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------|---------------------|---------------------------------------------|--------------------------------------|--------------------------|----------|
| ESO2(29)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Wye River                    | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Nationally Important Waterway - Australian Grayling . Waterway reach of Regional Environmental Significance. Nine native fish species recorded. Rufous Bristlebird Upper reaches have environmental assets as follows: very high values for Significant Fauna, Invertebrates, Fish Migration, Sites of Significance; and high values for Vegetation Longitudinal Continuity.                                                                                                                                                                                                                                                                  |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(30)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Gellibrand River             | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Waterway of Regional Environmental Significance. Australian Grayling. Ten native fish species recorded and one species of native crayfish. In particular, the Gellibrand River has an important population of the 'southern' form of River Blackfish, possibly the largest on the Australian mainland. Environmental Assets are as follows: very high values for Significant Ecological Vegetation Class, Significant Fauna, and Fish Migration. High Proportion of Native Fish. Rivers Database: Great Egret, Ground Parrot, Grey Goshawk, Great Egret Spot-tailed Quoll, Rufous Bristlebird, River Blackfish, Powerful Owl, Pied Cormorant. |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(31)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Duck Creek                   | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Swamp Scrub EVC53 (E) present.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(32)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Caldar River and Tributaries | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Three species of native recorded.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(33)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Johanna River                | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Five native fish species recorded.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(34)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Knowledge Creek              | N                                                        | N                   | N                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Potentially Ecologically Healthy Waterway. Catchment is largely vegetated and structurally intact.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                              |                                                          |                     |                                             |                                      |                          |          |
| ESO2(35)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chapple Creek                | N                                                        | N                   | U                                           | Y                                    | N                        |          |
| <b>Comments</b><br>One species of native fish - Mountain Galaxias (poorly known) recorded. A tributary to Gellibrand River.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                              |                                                          |                     |                                             |                                      |                          |          |



COLAC OTWAY PLANNING SCHEME

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------|---------------------|---------------------------------------------|--------------------------------------|--------------------------|----------|
| ESO2(36)                                                                                                                                                                                          | Little Aire Creek        | N                                                        | N                   | N                                           | Y                                    | N                        |          |
| Comments                                                                                                                                                                                          |                          |                                                          |                     |                                             |                                      |                          |          |
| Tributary of the Aire River, a Heritage Listed river. Slender Tree-fern ( <i>Cyathea cunninghamii</i> ) (L, V), Beech Finger-fern ( <i>Grammitis magellanica</i> subsp. <i>nothofageti</i> ) (V). |                          |                                                          |                     |                                             |                                      |                          |          |
| ESO2(37)                                                                                                                                                                                          | Carlisle Creek           | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| Comments                                                                                                                                                                                          |                          |                                                          |                     |                                             |                                      |                          |          |
| Seven species of native fish recorded, including River Blackfish.                                                                                                                                 |                          |                                                          |                     |                                             |                                      |                          |          |
| ESO2(38)                                                                                                                                                                                          | Loves Creek              | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| Comments                                                                                                                                                                                          |                          |                                                          |                     |                                             |                                      |                          |          |
| Nine species of native fish and 2 species of native crayfish recorded. Environmental Values are as follows: Very high score for Invert OE – Invertebrates Grey Goshawk, L, vu).                   |                          |                                                          |                     |                                             |                                      |                          |          |
| ESO2(39)                                                                                                                                                                                          | Boggy Creek              | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| Comments                                                                                                                                                                                          |                          |                                                          |                     |                                             |                                      |                          |          |
| Three species of native fish recorded. Intract riparian vegetation, headwaters within Great Otway National Park. Tributary of Geilbrand River.                                                    |                          |                                                          |                     |                                             |                                      |                          |          |
| ESO2(40)                                                                                                                                                                                          | Sandy Creek              | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| Comments                                                                                                                                                                                          |                          |                                                          |                     |                                             |                                      |                          |          |
| Headwaters within Great Otway National Park. Tributary of Geilbrand River. Seven species of native fish and one species of crayfish recorded.                                                     |                          |                                                          |                     |                                             |                                      |                          |          |
| ESO2(41)                                                                                                                                                                                          | Barramunga Creek         | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| Comments                                                                                                                                                                                          |                          |                                                          |                     |                                             |                                      |                          |          |
| Two native fish species recorded.                                                                                                                                                                 |                          |                                                          |                     |                                             |                                      |                          |          |
| ESO2(42)                                                                                                                                                                                          | Barwon River East Branch | N                                                        | N                   | Y                                           | U                                    | N                        |          |
| Comments                                                                                                                                                                                          |                          |                                                          |                     |                                             |                                      |                          |          |
| Five species of native fish and one species of crayfish recorded                                                                                                                                  |                          |                                                          |                     |                                             |                                      |                          |          |
| ESO2(43)                                                                                                                                                                                          | Dividing Creek           | N                                                        | N                   | Y                                           | Y                                    | N                        |          |
| Comments                                                                                                                                                                                          |                          |                                                          |                     |                                             |                                      |                          |          |
| Three native fish species and one species shrimp recorded                                                                                                                                         |                          |                                                          |                     |                                             |                                      |                          |          |

COLAC OTWAY PLANNING SCHEME

| Ref. No                                                                                                                                                                                                             | Location                  | Ramsar Wet<br>land/Directory<br>of Important<br>Wetlands | Wildlife<br>Reserve | Rare or<br>threatened<br>species<br>present | High<br>Biodiversity<br>values/links | Depleted<br>wetland type | Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------|---------------------|---------------------------------------------|--------------------------------------|--------------------------|----------|
| ESO2(44)                                                                                                                                                                                                            | The Backwater, Apollo Bay | U                                                        | U                   | U                                           | U                                    | U                        |          |
| <b>Comments</b><br>The Index of Wetland Condition Field Assessment assessed the site and identified the following EVC's Tall Marsh (821) and Aquatic Herbland (653) as the vegetation associated with this wetland. |                           |                                                          |                     |                                             |                                      |                          |          |
| ESO2(45)                                                                                                                                                                                                            | Duckholes                 | N                                                        | U                   | U                                           | Y                                    | Y                        |          |
| <b>Comments</b><br>The Index of Wetland Condition Field Assessment assessed Duckholes site and identified Brackish Grassland EVC934(E) and Brackish Herbland EVC538 (poorly known).                                 |                           |                                                          |                     |                                             |                                      |                          |          |
| ESO2(46)                                                                                                                                                                                                            | Barrage                   | Y                                                        | N                   | Y                                           | Y                                    | N                        |          |
| <b>Comments</b><br>Coxillia beds and substrate for native vegetation. Assemblage of threatened water birds.                                                                                                         |                           |                                                          |                     |                                             |                                      |                          |          |

Key to Abbreviations

- Y - Yes
- N - No
- U - Unknown

EVC - Name (number)(bioregional conservation status)

Threatened Flora Status - (EPBC, DSE, FFG, Migratory Bird)  
Conservation Status Abbreviations

| EPBC                     |                       | DSE         |              | DSE         |                       | FFG                  | International Treaty     |
|--------------------------|-----------------------|-------------|--------------|-------------|-----------------------|----------------------|--------------------------|
| National Flora and Fauna |                       | State Flora |              | State Fauna |                       | FFG                  | Migratory Bird Agreement |
| EX                       | Extinct               | ex          | extinct      | cr          | Critically endangered | L Listed             | J JAMBA                  |
| CR                       | critically endangered | e           | endangered   | e           | Endangered            | N Nominated          | C CAMBA                  |
| EN                       | endangered            | v           | vulnerable   | v           | Vulnerable            | I Invalid/ineligible |                          |
| VU                       | vulnerable            | r           | rare         | nt          | Near threatened       |                      |                          |
|                          |                       | k           | poorly known | dd          | Data deficient        |                      |                          |

//2012  
C70

## SCHEDULE 4 TO THE ENVIRONMENTAL SIGNIFICANCE OVERLAY

Shown on the planning scheme map as **ESO4**

### HABITAT PROTECTION

#### 1.0 Statement of environmental significance

//2012  
C70

~~The Colac Otway Shire Sites of Biodiversity Significance, June 2002 identifies the particular characteristics of rare and threatened habitat found in the Shire.~~ Colac Otway Shire contains a diverse range of flora and fauna species, many of which are now rare or threatened and valuable vegetation communities. Habitats formed from waterways, wetlands, native grasslands, stony rises, forested hills, coastal heathlands, estuaries, sandy dune and beach environments all contribute to the variety and diversity of flora and fauna species present throughout the Shire. Flora and fauna habitat comprising vegetation communities that are critical in maintaining threatened species have been identified in the Colac Otway Shire Biodiversity Map October 2009 Main Report.

#### 2.0 Environmental objective to be achieved

//2012  
C70

~~The objective to be achieved is:~~

- To protect and enhance ~~Victorian Rare or Threatened (VROT)~~ flora and fauna species and ecological vegetation communities listed as rare or threatened under the *Flora and Fauna Guarantee Act 1988*, relevant Department of Sustainability and Environment Advisory lists or the *Environment Protection and Biodiversity Conservation Act 1999*, ~~or communities and significant habitats for native flora and fauna.~~
- To maintain and enhance the long-term viability of significant flora and fauna populations and habitats listed in the table to this schedule.
- To protect and enhance remnant native vegetation including understorey and ensure the long term future of flora and fauna habitats.
- To ensure development does not adversely impact on rare or threatened species and their habitats.
- To encourage the re-establishment of habitat areas and to remove or modify threatening processes.
- To protect site values from pest plants and animals.

#### 3.0 Permit requirement

18/06/2009  
C55

A permit is not required for ~~the following:~~

- buildings and works associated with informal outdoor recreation, except involving any new or altered effluent disposal system.~~;~~~~or~~
- detached non habitable buildings or structures ~~outbuildings~~ less than 300m<sup>2</sup> in floor area.~~;~~~~or~~
- alterations and additions to a building ~~dwelling~~ of less than 130m<sup>2</sup> in additional floor area, except involving any new or altered effluent disposal system.~~;~~~~or~~
- works carried out ~~undertaken~~ by or on behalf of a public authority relating to waterway ~~watercourse~~ management, environmental improvements or infrastructure services.~~;~~~~or~~

- the removal of any non-native vegetation.

#### 4.0 Application requirements

//2012  
C70

An application must include the following information as appropriate:

- The total extent of native vegetation on the property and the extent of native vegetation proposed to be removed.
- The location of areas, if any, with a gradient exceeding 20 ~~25~~%.
- A Land Management Plan for proposals that directly impact habitat areas that includes the identification of vegetation habitat and management zones and details vegetation management actions.
- The purpose of the proposed vegetation removal.
- Details of any proposed revegetation, including the proposed species to be planted and any proposals for ground stabilisation.
- If the area of proposed native vegetation removal exceeds 400 square metres ~~and it is deemed appropriate~~, a report by a suitably qualified person which describes the vegetation and habitat significance of the site and the likely impact of the proposed vegetation removal on the habitat value of the site and surrounding area.

#### 5.0 Referral/notice of applications

//2012  
C70

An application must be referred in accordance with Section 55 of the Act to the referral authority specified in Clause 66.04 or a schedule to that clause unless in the opinion of the responsible authority, the proposal satisfies requirements or conditions previously agreed to in writing between the responsible authority and the referral authority.

~~Council may seek the comments on any application in accordance with Section 52(1)(c) of the Act from the authority specified in Clause 66.06 or a schedule to that clause.~~

#### 6.0 Decision guidelines

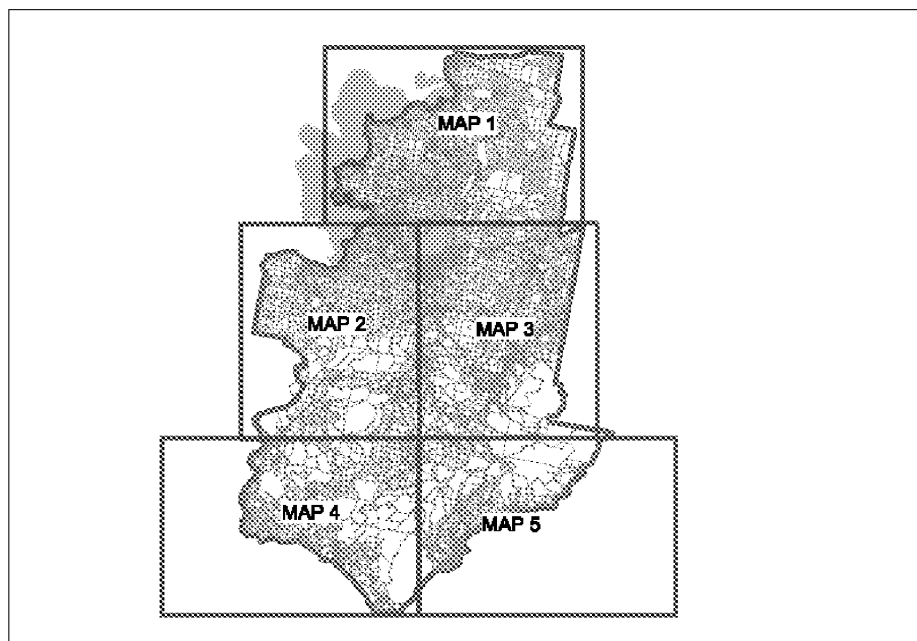
//2012  
C70

Before deciding on an application the responsible authority must consider as appropriate:

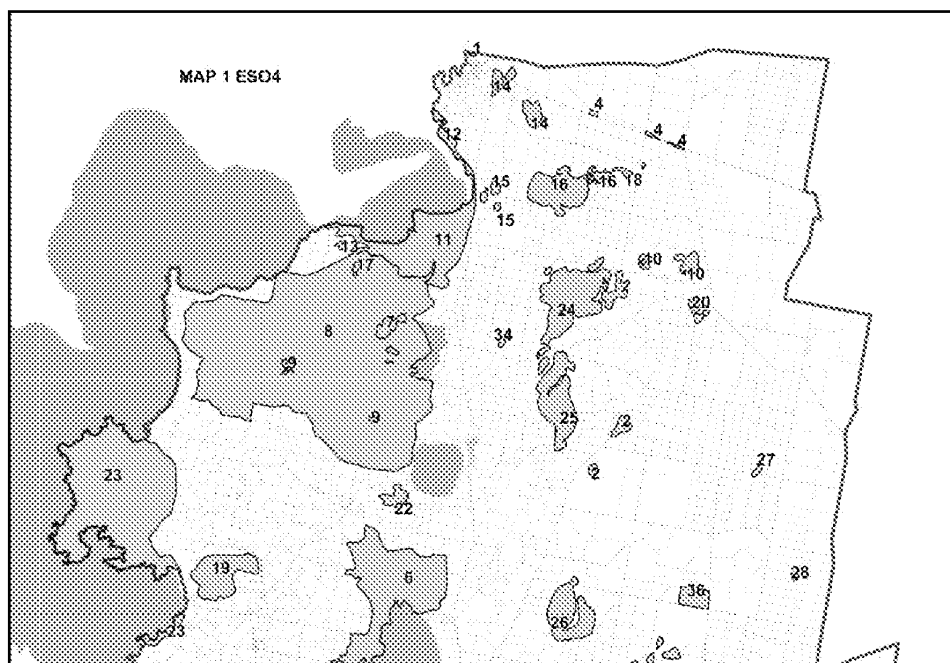
- ~~The particular characteristics of the habitat listed in the table in this schedule and referenced in the map titled Colac Otway Shire – Sites of Biodiversity Significance, June 2002. The habitat listed in the Table of Values and shown in Maps 1 and 2 in this schedule and referenced in the Colac Otway Shire Biodiversity Map October 2009 Main Report.~~
- ~~The effect of the proposed removal of native vegetation on the habitat value and long term viability of flora and fauna and rare, endangered and threatened species.~~
- The reason for removing the vegetation and the practicality of alternative options which do not require removal of native vegetation.
- The value of the vegetation in providing key habitat for flora and fauna particularly depleted habitat types.
- The need to maintain viable examples of Ecological Vegetation Classes (EVCs) that are appropriate and relevant to a site.
- Whether the development may contribute to an increase in the presence of pest plants and animals.
- Whether a Section 173 Agreement is appropriate in providing for vegetation protection and/or management of the land.

- × Any relevant Regional Vegetation plan or Biodiversity Action Plan.
- Whether the application is subject to the Flora and Fauna Guarantee Act 1988 and Environment Protection and Biodiversity Conservation Act 1999.

**KEY MAP TO SCHEDULE 2 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**



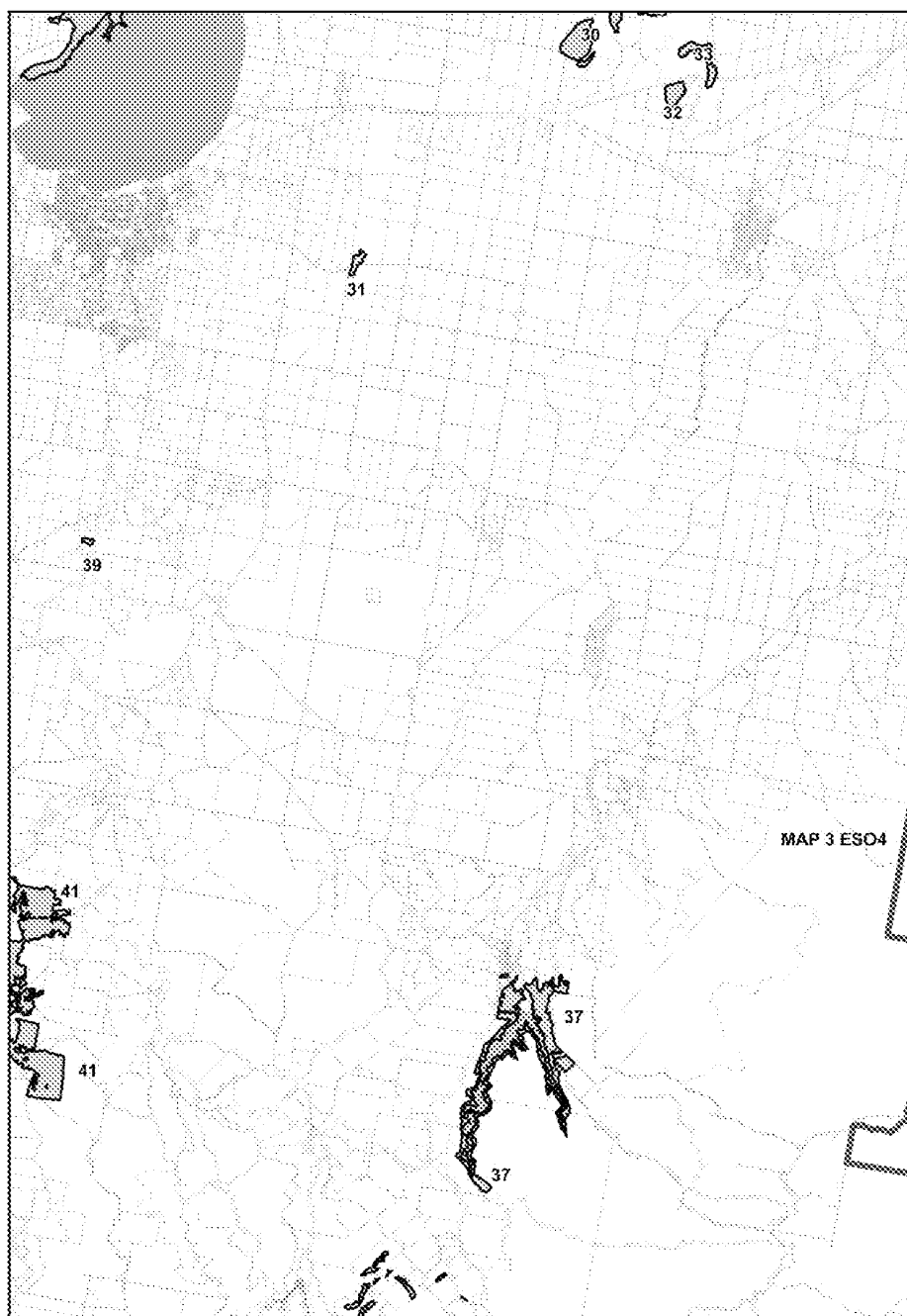
**MAP 1 TO SCHEDULE 4 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY (Numbers relate to bracketed Shire reference number in Table of Values)**



**MAP 2 TO SCHEDULE 4 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)

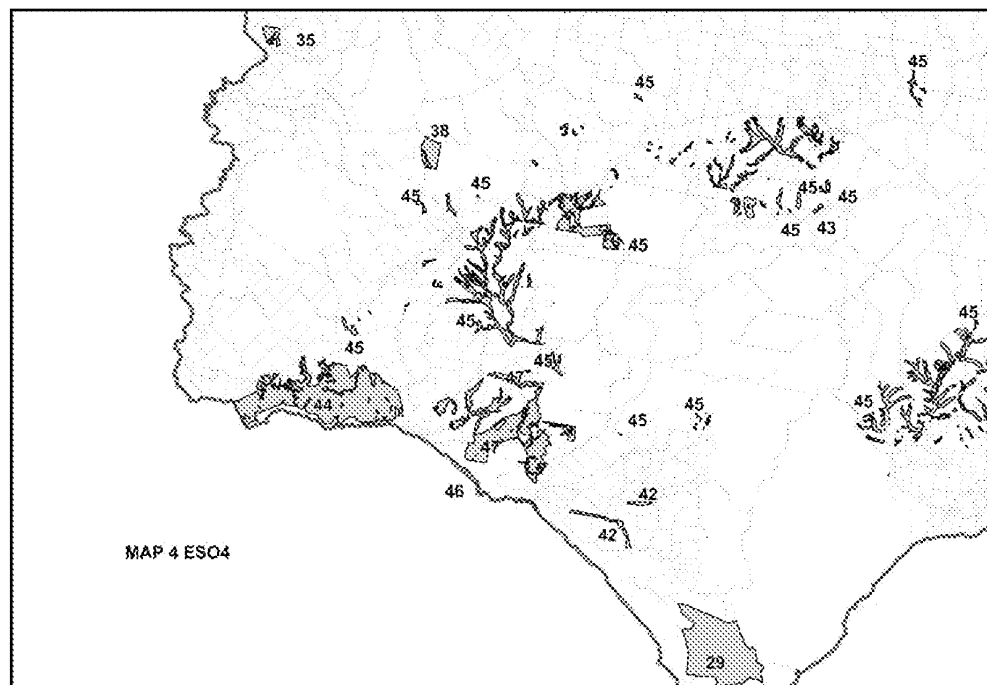


**MAP 3 TO SCHEDULE 4 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)

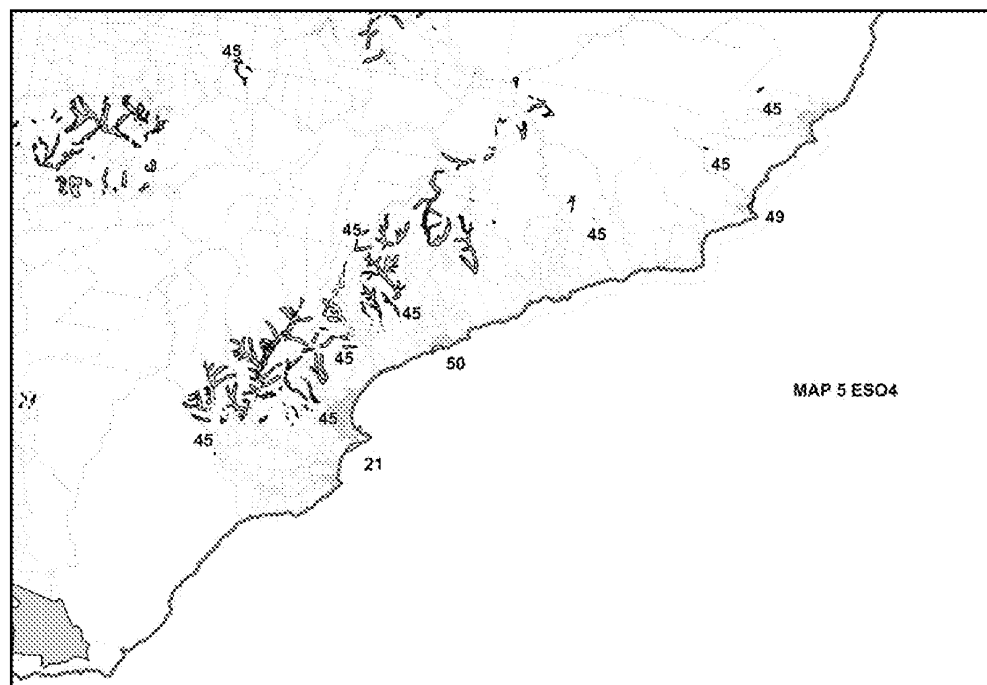




**MAP 4 TO SCHEDULE 4 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**  
**(Numbers relate to bracketed Shire reference number in Table of Values)**



**MAP 5 TO SCHEDULE 4 OF THE ENVIRONMENTAL SIGNIFICANCE OVERLAY**  
**(Numbers relate to bracketed Shire reference number in Table of Values)**



**TABLE OF VALUES FOR HABITAT PROTECTION**  
Shown on the planning scheme map as ESO4

| Shire Ref. | Location                                       | Victorian rare or threatened species recorded | Breeding site | High Biodiversity values/ link | Comments                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------|------------------------------------------------|-----------------------------------------------|---------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ESO4(1)    | Striped Legless Lizard - Cressy Trotting Track | Y                                             | Y             | Y                              | Striped Legless Lizard ( <i>Delma impar</i> ), (L, vu, EN) captured and released on site. Site has recently been declared Cressy Flora Reserve managed by Parks Victoria. Plains Grassland EVC132(E)                                                                                                                                                                                                              |
| ESO4(2)    | Broiga - Mingawalla                            | Y                                             | Y             | Y                              | Broiga site. Significant Wetland.                                                                                                                                                                                                                                                                                                                                                                                 |
| ESO4(3)    | Native Grasslands - Cressy                     |                                               |               |                                | Plains Grassland EVC (132) (E).                                                                                                                                                                                                                                                                                                                                                                                   |
| ESO4(4)    | Pimelea spinescens - Poorneet Station Ground   | Y                                             | Y             | Y                              | Spiny Rice-flower ( <i>Pimelea spinescens</i> subsp. <i>spinescens</i> ) (V, CE), Small Milkwort ( <i>Comesperma polygaloides</i> ) (V, L), <i>Poa labillardieri</i> on western end of site.                                                                                                                                                                                                                      |
| ESO4(5)    | Stony Rises Woodland - Bungador                | Y                                             | U             | Y                              | Growing Grass Frog (L, VU, en), Powerful Owl (L, vu), Grey Goshawk (L, vu), Musk Duck (vu), Eastern Great Egret (L, vu, C, J), Common Bent-wing Bat (L), Broiga (L, vu), Southern Toadlet (vu), Magpie Goose (L, nt), Australasian Bittern (L, en), Eastern Barred Bandicoot (L, EN, cr), Musk Duck (vu), Hardhead (vu), Royal Spoonbill (vu),<br>Stoney Rises Woodland EVC (203) (V) and scattered mature trees. |
| ESO4(6)    | Corangamite Water Skink - Lake Colac Area      | Y                                             | Y             | Y                              | A large area encapsulating numerous Corangamite Water Skink sub populations including The Points, Lake Colac Delaney's Rd and Mathew's Lagoon, Meredith Park, South Eastern Shore Lake Ondit, Rossmoyne Park- Lake Colac western shore.                                                                                                                                                                           |
| ESO4(7)    | Spiny Peppercress - Pipe Clay Lake             | Y                                             | U             | U                              | Lake Ondit Lake Reserve contains Plains Stony Knoll Shrubland/Grassland Saline Lake Verge Herband Brackish/Saline Lake Verge Complex.<br>Wetland margins. Spiny Peppercress ( <i>Leptidium aschersonii</i> ) (L, VU, e)                                                                                                                                                                                           |

| Shire Ref. | Location                                                        | Victorian rare or threatened species recorded | Breeding site | High Biodiversity values/link | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------|-----------------------------------------------------------------|-----------------------------------------------|---------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ESO4(8)    | Corangamite Waterskink, Spiny Peppercreep - Beeac Dreelite Road | Y                                             | Y             | Y                             | Area encapsulating six Corangamite Water Skink sites. Corangamite Waterskink & remnant Banksias. Spiny Peppercreep. There are several Biosites within the area where Corangamite Water Skink has been recorded. Biosite (637, 718, 3233, 7031, 7032, 7033, 7041, 7042) Biosite (3233) -Tatis Road and Dreelite Biosite lies within Stony Rises Significant fauna: <i>Eulamprus tympanum marieae</i> (k), Plains Stony Knoll Shrubland EVC649(E) / Grassland (including Lava plain Shrubland) .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| ESO4(9)    | Growing Grass Frog & Broilga - Dreelite Rd                      | Y                                             | Y             | Y                             | The Index of Wetland Condition Field Assessment assessed the Dreelite Nature Reserve and Duckholes site and identified Brackish Grassland (934) and Brackish Hermland (538) EVC's. Growing Grass (L, VU, e) Broilga (L, VU) breeding site. Depleted wetland type in bioregion. Stony Knoll Shrubland EVC649(E).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| ESO4(10)   | Broilga - Eurack                                                | Y                                             | Y             | Y                             | Broilga breeding site. Significant wetland depleted in the bioregion. Broilga ( <i>Grus rubicunda</i> ) (L, VU), Hardhead, Musk Duck, Whiskered Tern.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| ESO4(11)   | Broilga & Growing Grass Frog - Lake Martin, Cundare Pool        | Y                                             | Y             | Y                             | Growing Grass Frog- CCMA are constructing permanent breeding ponds. One of only sites in CCMA to have Cane Grass Wetlands EVC291 (V). Directory of Important wetlands. Breeding site for wetland birds, especially on four islands.<br><br>Flocking site for Australasian Shoveler ( <i>Anas rhynchos</i> ) (vu), Freckled Duck ( <i>Stictonetta naevosa</i> ) (L, en), Glossy Ibis ( <i>Plegadis falcinellus</i> ) nt, C), Gull-billed Tern ( <i>Gelochelidon nilotica</i> ) (L, en), Hardhead ( <i>Aythya australis</i> ) (vu), Whiskered Tern ( <i>Chlidonias hybridus</i> ) (nt). Also recorded Broilga ( <i>Grus rubicunda</i> ) (L, VU), Cape Barren Goose ( <i>Cereopsis novaehollandiae</i> ) (nt), Eastern Great Egret ( <i>Ardea modesta</i> ) (L, VU, C), Pied Cormorant ( <i>Phalacrocorax varius</i> ) (nt), Whiskered Tern ( <i>Chlidonias hybridus</i> ) (nt).<br><br>Cundare pool/ Lake Martin fulfils criteria for Ramsar listing. The wetland has supported seven species listed under JAMBA and CAMBA. |

| Shire Ref. | Location                                                      | Victorian rare or threatened species recorded | Breeding site | High Biodiversity values/link | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------|---------------------------------------------------------------|-----------------------------------------------|---------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ESO4(12)   | Broлга & Growing Grass Frog - Black Bridge Pool               | Y                                             | Y             | Y                             | Growing Grass Frog. Flocking and breeding site for Broлга ( <i>Grus rubicunda</i> ) (v, L), flocking site for Cape Barren Goose ( <i>Cereopsis novaehollandiae</i> ) (nt). Also present Gull-billed Tern ( <i>Gelochelidon nilotica</i> ) (L, en), Hardhead ( <i>Aythya australis</i> ) (vu), Whiskered Tern ( <i>Chlidonias hybridus</i> ) (nt), Eastern Great Egret ( <i>Ardea modesta</i> ) (L, vu, Cj) and Royal Spoonbill ( <i>Platalea regia</i> ) (vu). Part of Cundare Pool (Lake Martin) Lake Reserve. |
| ESO4(13)   | Cape Barren Goose & Spiny Peppercress - Cundare-Duverney Road | Y                                             | U             | Y                             | Flocking site for Cape Barren Goose ( <i>Cereopsis novaehollandiae</i> ) (nt), Whiskered Tern, Glossy Ibis. Spiny peppercress. Depleted wetland type in Bioregion.                                                                                                                                                                                                                                                                                                                                              |
| ESO4(14)   | Broлга - Cressy Airfield                                      | Y                                             | U             | Y                             | Swamp 3km east of Cressy Broлга flocking site. Broлга ( <i>Grus rubicunda</i> ) (v, L), Gull-billed Tern ( <i>Gelochelidon nilotica</i> ) (L, en), Significant Wetlands- depleted wetland type in Bioregion. Significant Wetlands- depleted wetland type in Bioregion. Also present Whiskered Tern ( <i>Chlidonias hybridus</i> ) (nt) Hardhead ( <i>Aythya australis</i> ) (vu).                                                                                                                               |
| ESO4(15)   | Broлга- Reddies Road                                          | Y                                             | Y             | Y                             | Broлга Breeding Site. Broлга ( <i>Grus rubicunda</i> ) (v, L), Whiskered Tern ( <i>Chlidonias hybridus</i> ) (nt), Royal Spoonbill ( <i>Platalea regia</i> ) (vu), Australasian Bittern ( <i>Botaurus poiciloptilus</i> ) (L, en), Cape Barren Goose ( <i>Cereopsis novaehollandiae</i> ) (nt), Whiskered Tern ( <i>Chlidonias hybridus</i> ) (nt), Anas rhynchois. Significant wetland depleted in Bioregion.                                                                                                  |
| ESO4(16)   | Broлга- Lake Weering-                                         | Y                                             | U             | Y                             | Depleted wetland type significant in Bioregion. Broлга flocking site. Cape Barren Goose flocking site. Broлга ( <i>Grus rubicunda</i> ) (v, L), Cape Barren Goose ( <i>Cereopsis novaehollandiae</i> ) (nt), Australasian Shoveler ( <i>Anas rhynchois</i> ) (vu), Blue-billed Duck ( <i>Oxyura australis</i> ) (L, en).                                                                                                                                                                                        |
| ESO4(17)   | Spiny Peppercress - Cundare Duverney Road                     | Y                                             | N             | Y                             | Spiny Peppercress.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| ESO4(18)   | Broлга - Lake Weering East                                    | Y                                             | U             | Y                             | Broлга ( <i>Grus rubicunda</i> ) (v, L), Australasian Shoveler ( <i>Anas rhynchois</i> ) (vu), Pied Cormorant ( <i>Phalacrocorax varius</i> ) (nt)                                                                                                                                                                                                                                                                                                                                                              |
|            |                                                               |                                               |               |                               | The Index of Wetland Condition Field Assessment assessed the site and identified the following saltmarsh (888) as the main EVC.                                                                                                                                                                                                                                                                                                                                                                                 |

| Shire Ref. | Location                                   | Victorian rare or threatened species recorded | Breeding site | High Biodiversity values/link | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------|--------------------------------------------|-----------------------------------------------|---------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ESO4(19)   | Corangamite Water Skink - Red Rocks        | Y                                             | Y             | Y                             | Corangamite Water Skink (L, EN, cr), present in Lake Corangulac and Lake Chalingurk and surrounding habitat. Plains Stony Knoll Shrubland/Grassland (including Lava plain Shrubland) Crater Lake (Brackish). Flocking site for Hardhead (vu), Australasian Shoveler (vu). Also recorded Musk Duck (vu), Glossy Ibis (nt, C).                                                                                                                                                                                                                                                                                                                         |
| ESO4(20)   | Broilga - Mount Hesse                      | Y                                             | U             | Y                             | Five threatened aquatic birds including Broilga, Eastern Great Egret. Flocking site for Hardhead, Whiskered Tern, Australasian Shoveler. Significant wetlands rare in the bioregion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| ESO4(21)   | Hooded Plover - Apollo Bay                 | Y                                             | Y             | Y                             | Hooded Plover (L, vu). Three pairs nest on beach and feed in estuary area.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| ESO4(22)   | Beeac Swamp Lake Reserve                   | Y                                             | U             | Y                             | Depleted wetland type significant in bioregion. Ramsar Wetland. Directory of Important Wetland. Lake Beeac is listed under the Ramsar Convention as part of the Western District Lakes. Spiny Pepper-cress is located on the east bank (site 1) and the north-west bank of Lake Beeac.                                                                                                                                                                                                                                                                                                                                                               |
| ESO4(23)   | Corangamite Water Skink - Lake Corangamite | Y                                             | Y             | Y                             | Wool Wool (eastern shoreline Lake Corangamite, Wool Wool & Reads Road.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| ESO4(24)   | Broilga - Eurack Swamp                     | Y                                             | Y             | Y                             | Directory of Important Wetlands. Flocking site for Broilga (L, vu), Glossy Ibis (nt, C), Pied Cormorant (nt), Whiskered Tern (nt), Australasian Shoveler (vu), Musk Duck (vu), Cape Barren Goose (nt), Caspian Tern (L, nt, C, J), Blue winged parrot and possible Orange Bellied Parrot habitat.                                                                                                                                                                                                                                                                                                                                                    |
| ESO4(25)   | Water birds- Middle Lough Calvert          | Y                                             | Y             | Y                             | Listed as Wetland of National Importance. Semi-permanent saline wetland Lough Calvert drainage scheme. Supports large numbers of waterbirds including several species that breed there i.e. Straw-necked Ibis, Glossy Ibis, Black Swan, Eurasian Coot and Gull-billed Tern. Flocking site for Hardhead (vu), Flecked Duck (L, en), Australasian Shoveler (vu), Cape Barren Goose (nt). Also present Glossy Ibis (nt, C), Blue billed duck, Spotted Harrier (nt), Whiskered Tern (nt), Musk Duck (vu), Blue-billed Duck (L, en), Caspian Tern (L, nt, c, J), Gull-billed Tern (L, en), Fat-tailed Dunnart (nt) Round-leaf Wilsonia, Beaded Glasswort. |
| ESO4(26)   | Water bird flocking site- Lake Thurrumbong | Y                                             | Y             | Y                             | Listed as Wetland of National Importance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| ESO4(27)   | Broilga - Turkeith                         | Y                                             | Y             | Y                             | Four species listed by both JAMBA and CAMBA have been recorded at these wetlands. Flocking site for Australasian Shoveler (vu), Hardhead (vu). Also present Broilga (L, vu).                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| ESO4(28)   | Broilga - East Moorleic                    | Y                                             | Y             | Y                             | Broilga breeding site.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Shire Ref. | Location                                                    | Victorian rare or threatened species recorded | Breeding site | High Biodiversity values/link | Comments                                                                                                                                                                                                                                                                                                                                                           |
|------------|-------------------------------------------------------------|-----------------------------------------------|---------------|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ESO4(29)   | Leaty Greenhood - Cape Otway                                | Y                                             | Y             | Y                             | Significant at the National Level. Leaty Greenhood ( <i>Pterostylis cucullata subs. cucullata</i> ) (L, V) West Coast Peppermint ( <i>Eucalyptus aff. willisii</i> ) (South-western Victoria)(r), Rufous Bristlebird (L, nt)                                                                                                                                       |
| ESO4(30)   | Broilga - Lake Burn                                         | Y                                             | Y             | Y                             | Broilga Breeding site. Flocking site for Musk Duck (vu) and Freckled Duck (L, e). Significant wetland in the Bioregion.                                                                                                                                                                                                                                            |
| ESO4(31)   | Growing Grass Frog & threatened water birds and - Balls Dam | Y                                             | Y             | Y                             | Flocking site for Hardhead (vu), Australasian Shoveler (vu). Growing Grass Frog (L, vu, en), Also recorded: Grey Goshawk (L vu) Pied Cormorant (nt), Eastern Great Egret (L, vu, C, J), Royal Spoonbill (vu), Hardhead (vu), Blue-billed Duck (L, en), Latham's Snipe (nt, C, J), Cape Barren Goose (nt), Pied Cormorant (nt), Australasian Bittern (L, en).       |
| ESO4(32)   | Broilga - Lake Ayrey                                        | Y                                             | Y             | Y                             | Breeding site for Broilga (L, vu). Flocking site for Magpie Goose (L, nt), Eastern Great Egret L, vu, C, J). Assemblage of threatened water birds including Whiskered tern (nt), Hardhead (nt), Freckled Duck (L, e), Pacific Gull (nt), Glossy ibis (nt, C), Australasian Shoveler (vu), Little Egret (L, en), Latham's Snipe (nt, C, J), Cape Barren Goose (nt). |
| ESO4(33)   | Broilga- Bleak House                                        | Y                                             | Y             | Y                             | Breeding site for Broilga (L, vu). Also recorded Australasian Bittern (L, en).                                                                                                                                                                                                                                                                                     |
| ESO4(34)   | Broilga- Hartneys Road                                      | U                                             | U             | U                             | Broilga site (L, vu).                                                                                                                                                                                                                                                                                                                                              |
| ESO4(35)   | Powerful Owl- Sheepyard Block                               | Y                                             | U             | Y                             | Powerful Owl (L, vu).                                                                                                                                                                                                                                                                                                                                              |
| ESO4(36)   | Grasslands- McDonnells Rd                                   | Y                                             | Y             | Y                             | Plains Grassy Woodland EVC55 (E). Fat Tailed Dunnart (nt) trapped and released.                                                                                                                                                                                                                                                                                    |
| ESO4(37)   | Barwon River West Branch                                    | Y                                             | Y             | Y                             | Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> ) (r), Netted Daisy-bush ( <i>Olearia speciosa</i> ) (k), Broad-toothed Rat (nt), Long-nosed Potoroo (L, EN, vu), Rufous Bristlebird (L, nt), Spot-tailed Quoll (L, EN, en) has been recorded and in adjacent Great Otway National Park.                                                                         |
| ESO4(38)   | Powerful Owl- Chapple Block                                 | Y                                             | U             | Y                             | Powerful Owl (L, vu). Other significant species located within the Chapple Block include: Tiger Quoll (site 211) Southern Spider Orchid (743) Long Rope Rush Bog Cidbloss Naked Sun Orchid                                                                                                                                                                         |

| Shire Ref. | Location                                 | Victorian rare or threatened species recorded | Breeding site | High Biodiversity values/link | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------|------------------------------------------|-----------------------------------------------|---------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ESO4(39)   | Six Mile Dam Lake Reserve                | Y                                             | Y             | Y                             | Royal Spoonbill (vu), Baillion's Crane (L, vu), Eastern Great Egret (L, vu, C, J), Glossy Ibis (nt, C), Grey Goshawk (L, vu), Hardhead (vu), Little Egret (L, en), Nankeen Night Heron (nt), Pied Cormorant (nt), Rufous Bristlebird (L, nt), Wetland Blown-grass (Lachnagrostis filiformis var 2) (k). The Index of Wetland Condition assessed the site and identified the following EVC's Aquatic Sedgeland (308), Seasonally Inundated Shrubby Woodland (195) and Plains Grassy Wetland (155).                                                                                                                                                                                                                                                                                                               |
| ESO4(40)   | Powerful Owl - Colac Foothills           | Y                                             | U             | U                             | Powerful Owl                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| ESO4(41)   | Powerful Owl - Clanceys Hill & surrounds | Y                                             | Y             | Y                             | Powerful Owl (L, vu), Rufous Bristlebird (L, nt), Long-nosed Potoroo (L, VU, e) and Southern Brown Bandicoot (EN, nt) recorded in adjacent Otway Forest Park. White-footed Dunnart (L, nt) recorded on Lardner Creek. Lowland Forest EVC16(D), Shrubby Foothill Forest EVC45(LC), Herb-rich Foothill Forest EVC3(V), Healthy Woodland EVC48(LC), Wet Heathland EVC8(LC), Swamp Scrub EVC53(V). Several unique and undescribed plant species have been identified in 2009, which are most likely extremely significant flora species. Further investigations are required. Swamp Scrub of the Aire River floodplain is significant as it is geographically and topographically isolated from other remnants of Swamp Scrub and is the only remnant in the Colac Otway Shire to occur on an estuarine floodplain. |
| ESO4(42)   | Swamp Scrub - Aire River                 | Y                                             | U             | Y                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| ESO4(43)   | Snow-berry - Hopetoun Falls              | Y                                             | Y             | Y                             | Snow-berry (Gaultheria hispidula) (L, e). Species is only known from this location in Victoria. No mechanical scrubbing to road batter. Prior to any road works contact DSE.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| ESO4(44)   | Rufous Bristle Bird - Cape Volney        | Y                                             | U             | Y                             | Intact vegetation contiguous with Great Otway National Park and the coast. Rufous Bristlebird (L, nt), Powerful Owl (L, nt) and White-bellied Sea-eagle (L, vu, C) recorded. On the coast vegetation comprises Coastal Headland Scrub EVC161 (D), Damp Sands Herb-rich Woodland EVC3 (V), Coastal Tussock Grassland EVC163 (V). Further inland vegetation comprises Forest EVC45 (LC), Wet Forest EVC30 (LC), and Shrubby Wet Forest EVC201 (LC).                                                                                                                                                                                                                                                                                                                                                               |
| ESO4(45)   | Cool Temperate Rainforest - Otways       | Y                                             | U             | Y                             | Cool Temperate Rainforest EVC31 (E) occurs along drainage of rivers and tributaries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| ESO4(46)   | Hooded Plover - Glenalle                 | Y                                             | Y             | Y                             | Hooded Plover (L, vu),                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| ESO4(47)   | Powerful Owl - Glenalle                  | Y                                             | U             | Y                             | Powerful Owl (L, vu). Significant for the Rufous Bristlebird habitat and remnant roadside vegetation. Its range includes sections of the Holy Water Block.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| ESO4(48)   | Powerful Owl - Aire                      | Y                                             | U             | Y                             | Powerful Owl (L, vu). There are four known Powerful Owl sites in close proximity to each other Refer to the Powerful Owl Action Statement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Shire Ref. | Location                      | Victorian rare or threatened species recorded | Breeding site | High Biodiversity values/link | Comments                         |
|------------|-------------------------------|-----------------------------------------------|---------------|-------------------------------|----------------------------------|
| ESO4(49)   | Hooded Plover - Kennett River | Y                                             | Y             | Y                             | Hooded Plover (L, vu) nest site. |
| ESO4(50)   | Hooded Plover - Skenes Creek  | Y                                             | Y             | Y                             | Hooded Plover (L, vu) nest site. |

Key to Abbreviations

Y - Yes  
N - No  
U - Unknown

EVC - Name (number)(bioregional conservation status)

Threatened Flora Status - (EPBC, DSE, FFG, Migratory Bird)

| Conservation Status Abbreviations |                       |             |              |             |                       |     |                          |   |       |
|-----------------------------------|-----------------------|-------------|--------------|-------------|-----------------------|-----|--------------------------|---|-------|
| EPBC                              |                       | DSE         |              | DSE         |                       | FFG | International Treaty     |   |       |
| National Flora and Fauna          |                       | State Flora |              | State Fauna |                       | FFG | Migratory Bird Agreement |   |       |
| EX                                | Extinct               | ex          | extinct      | cr          | Critically endangered | L   | Listed                   | J | JAMBA |
| CR                                | critically endangered | e           | endangered   | e           | Endangered            | N   | Nominated                | C | CAMBA |
| EN                                | endangered            | v           | vulnerable   | v           | Vulnerable            | I   | Invalid/ineligible       |   |       |
| VU                                | vulnerable            | r           | rare         | nt          | Near threatened       |     |                          |   |       |
|                                   |                       | k           | poorly known | dd          | Data deficient        |     |                          |   |       |



COLAC OTWAY PLANNING SCHEME

//2012  
C70

**SCHEDULE 1 TO THE VEGETATION PROTECTION OVERLAY**

Shown on the planning scheme map as **VPO1**

**SIGNIFICANT AND REMNANT VEGETATION**

**1.0**

19/01/2006  
VC37

**Statement of nature and significance of vegetation to be protected**

The remnant vegetation is significant for its bio-diversity and environmental value in providing habitat areas of State, national and international significance.

The vegetation forms a link between major blocks of vegetation and smaller remnant areas and consolidates remnant corridors along streams.

Remaining vegetation is critical to catchment management, in terms of surface water quality and the prevention of erosion in the steep country.

Remnant vegetation within the Otway Ranges is a key feature of the landscape and scenic recreational value for local, regional and state communities.

The area of remnant grassland has continued to decline and is now reaching a level that requires immediate action to prevent possible local extinction.

Protection and retention of groundwater quality is of major significance to the community.

**2.0**

18/06/2009  
C55

**Vegetation protection objectives to be achieved**

- To protect and manage the remnant vegetation in the Otway Ranges as viable habitat areas for animals and birds, for catchment management and for its scenic and recreational value.
- To protect and manage the remnant grassland as identified in the Flora and Fauna Guarantee Act 1988 and in particular in Action Statement No 53, Western (Basalt) Plains Grassland Community.
- To encourage natural regeneration and replanting with indigenous species and to remove or modify threatening processes and introduced plant species.

**3.0**

18/06/2009  
C55

**Permit requirement**

A permit is required to remove, destroy or lop any native vegetation.

**4.0**

//2012  
C70

**Application requirements**

An application to remove native vegetation must include the following information as appropriate:

- \* A response to the following:
  - \* 'Guide for assessment of non-referred planning permit applications to remove native vegetation' (Department of Sustainability and Environment, 2011) (as amended from time to time); or
  - \* 'Native Vegetation Guide for assessment of referred planning permit applications' (Department of Sustainability and Environment, 2007) (as amended from time to time).
- \* ~~The total extent of native vegetation on the property and the extent of native vegetation proposed to be removed.~~

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- ~~▪ The location of areas, if any, with a gradient exceeding 20%.~~
- A Vegetation Management Plan including identification of habitat envelopes. A Land Management Plan that includes the identification of vegetation habitat and management zones and details vegetation management actions.
- ~~▪ The purpose of the proposed vegetation removal.~~
- ~~▪ Demonstration that the removal, destruction or lopping has been reduced to the minimum extent that is reasonable and practicable.~~
- ~~▪ Details of any proposed revegetation, including the proposed species to be planted and any proposals for ground stabilisation.~~
- If the area of proposed native vegetation removal exceeds 400m<sup>2</sup>, a report by a suitably qualified person which describes the vegetation and habitat and habitat significance of the site.

**5.0 Referral/notice of applications**

//2012  
C70

An application must be referred in accordance with Section 55 of the Act to the referral authority specified in Clause 66.04 or a schedule to that clause unless in the opinion of the responsible authority, the proposal satisfies requirements or conditions previously agreed to in writing between the responsible authority and the referral authority.

~~Council may seek the comments on any application in accordance with Section 52(1)(c) of the Act from the authority specified in Clause 66.06 or a schedule to that clause.~~

**6.0 Decision guidelines**

//2012  
C70

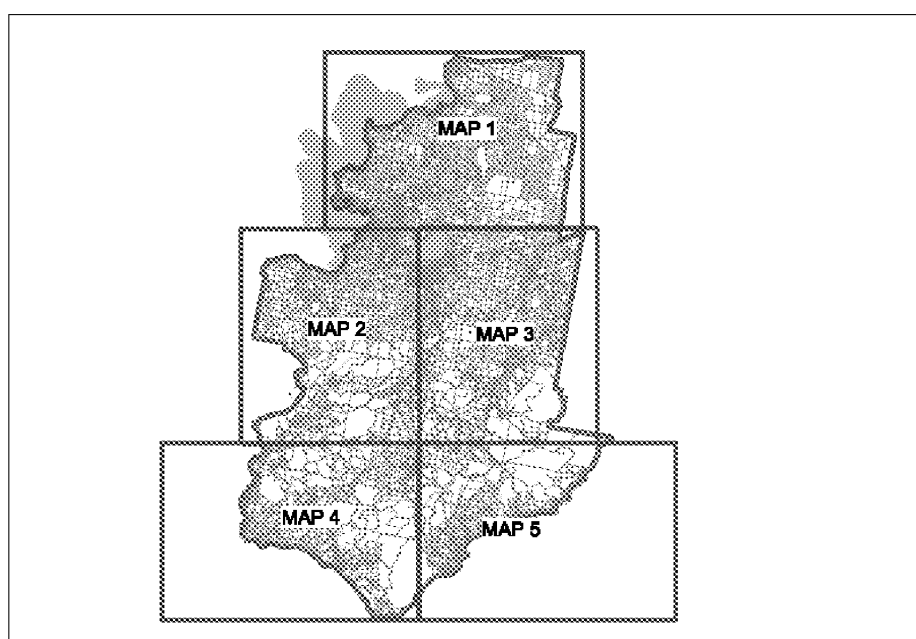
Before deciding on an application the responsible authority must consider as appropriate:

- ~~The particular characteristics of the significant/remnant vegetation as listed in the table in this schedule and referenced in the map titled Colac Otway Shire Sites of Biodiversity Significance, June 2002. Sites of significant/remnant vegetation as listed in the Table of Values and shown in Maps 1 and 2 in this Schedule and referenced in the Colac Otway Shire Biodiversity Map October 2009 Main Report.~~
- The need to limit removal of trees to less than 10% of the land and to limit the clearance of understorey to less than 30% of the land.
- The need to retain remnant vegetation and conserve flora and fauna habitats including habitat and movement corridors ~~and bio links.~~
- ~~▪ The need to maintain ecological processes and dynamics of the ecosystem in a local and landscape context.~~
- The value of the vegetation in providing key habitat for flora and fauna particularly depleted habitat types. ~~The value of the flora, fauna or habitat in terms of physical condition, rarity or variety.~~
- ~~▪ The need to maintain viable examples of Ecological Vegetation Classes that are appropriate and relevant to a site. The need to maintain viable examples of particular Broad Vegetation Communities.~~
- The effect of the proposed removal of native vegetation on the habitat value and long term viability of remnant bushland areas in the vicinity.
- The need to maintain habitat corridors and to prevent fragmentation of habitats and the degradation of native riparian habitats.
- ~~▪ Whether the development may contribute to an increase in the presence of pest plants and animals. The contribution of the proposal to pest plant control.~~
- The reason for removing the vegetation and the practicality of alternative options which do not require removal of native vegetation.

COLAC OTWAY PLANNING SCHEME

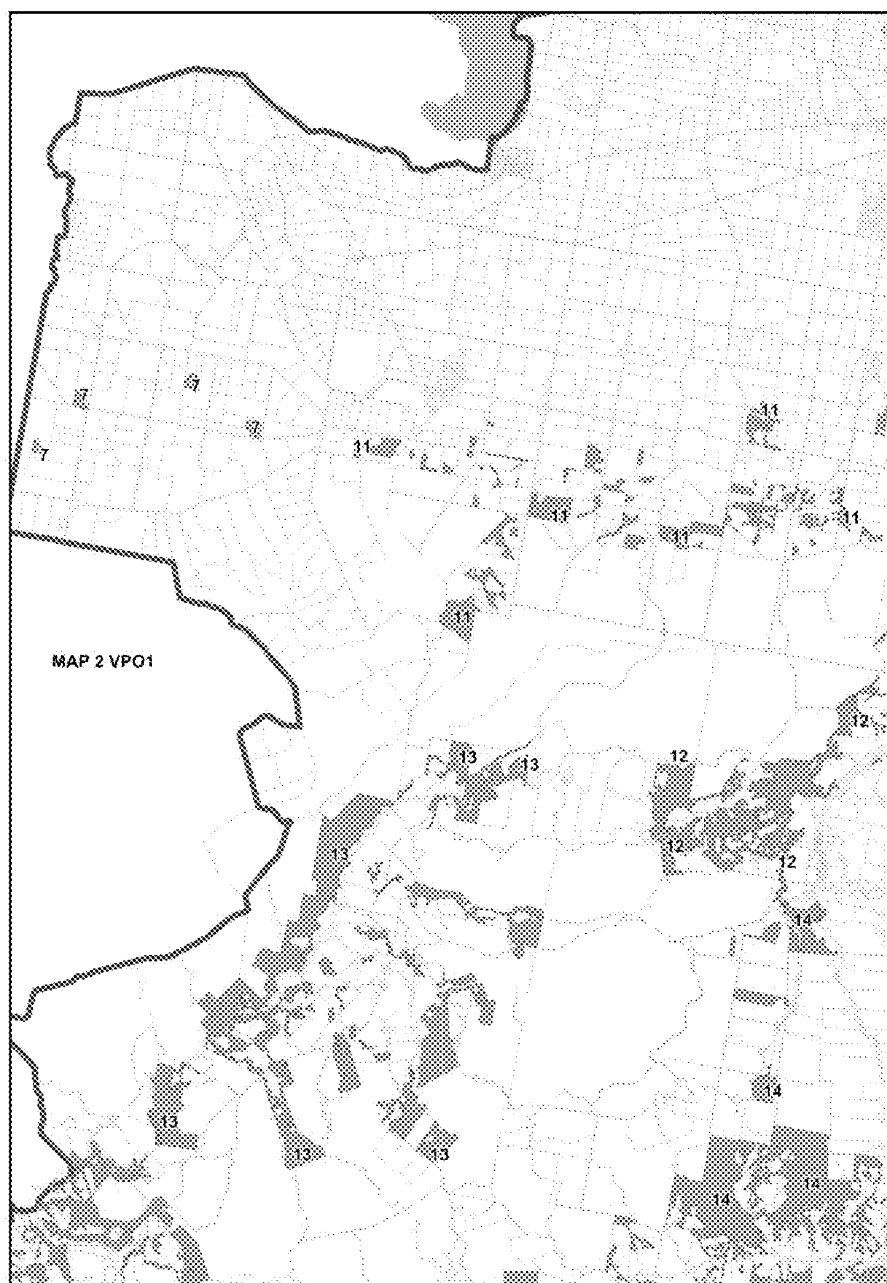
- Whether a Section 173 Agreement is appropriate in providing for vegetation protection and/or management of the land.
- Whether the application is subject to the Environment Protection and Biodiversity Conservation Act 1999 or the Flora and Fauna Guarantee Act 1988.
- Any relevant Regional Vegetation Plan and Department of Sustainability and Environment Biodiversity Map including the Corangamite Native Vegetation Strategy (2006).
- The recommendations of any relevant Biodiversity Action Plan of Department of Sustainability and Environment.

**KEY MAP TO SCHEDULE 1 OF THE VEGETATION PROTECTION OVERLAY**



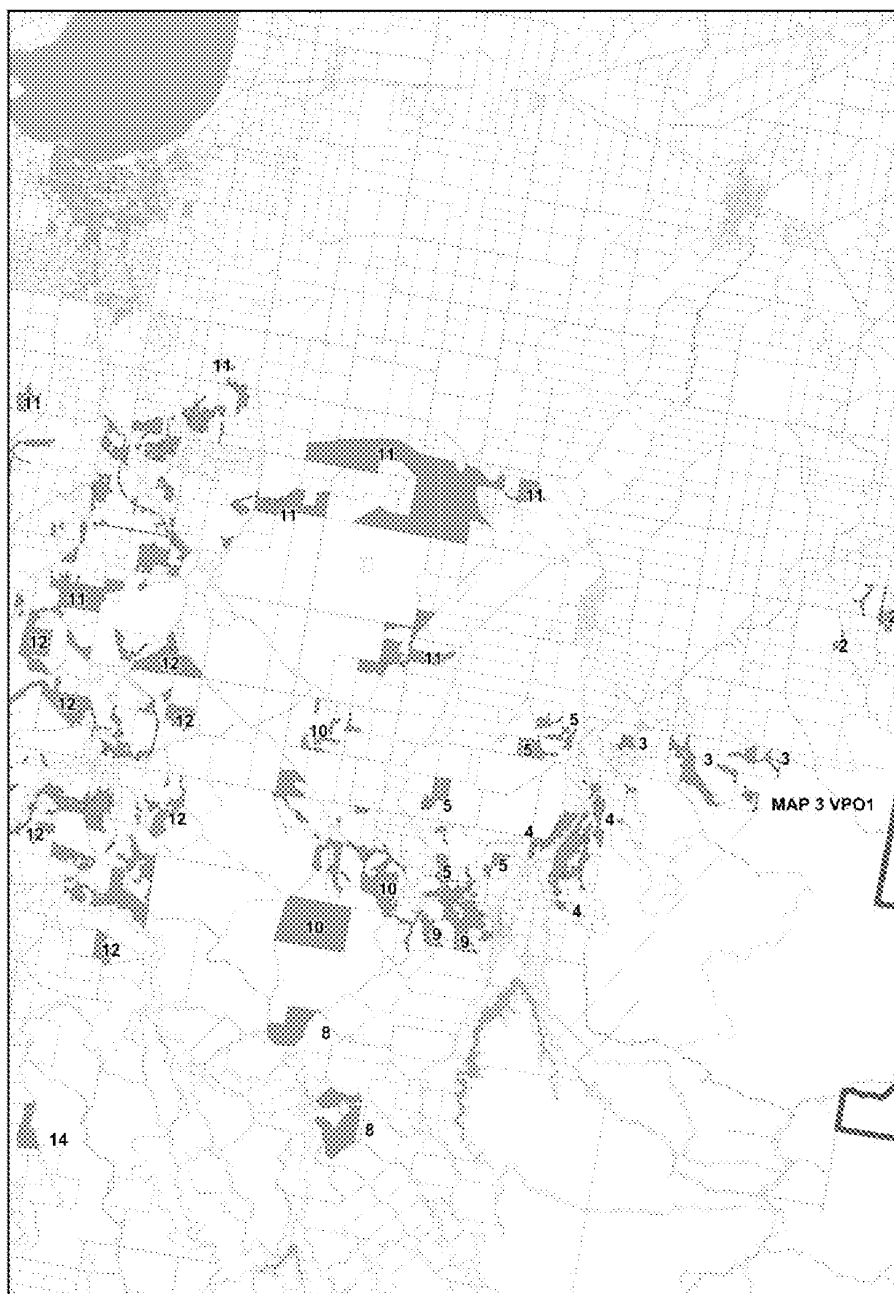
COLAC OTWAY PLANNING SCHEME

MAP 2 TO SCHEDULE 1 OF THE VEGETATION PROTECTION OVERLAY  
(Numbers relate to bracketed Shire reference number in Table of Values)



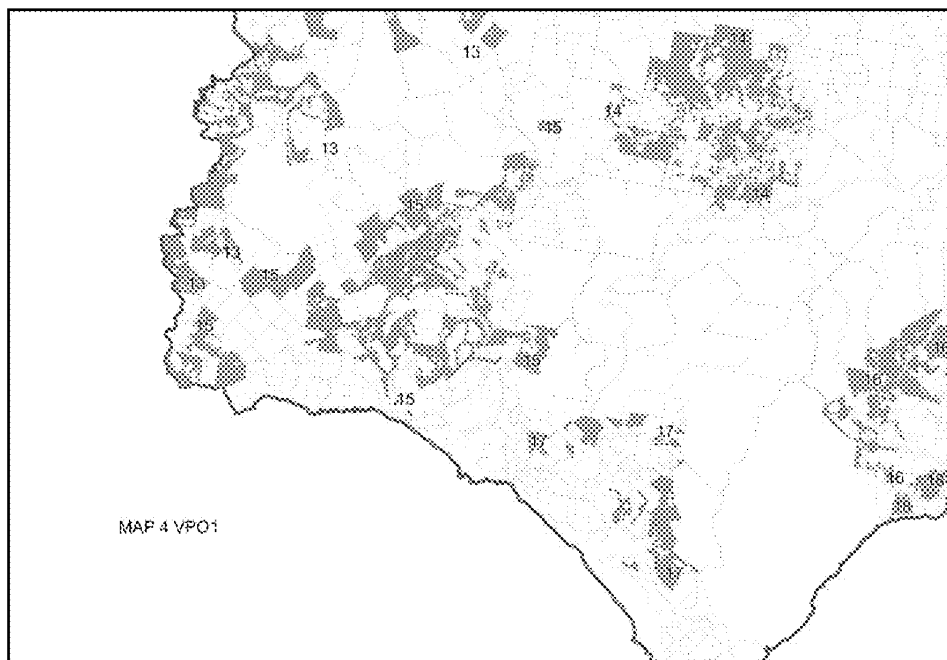
COLAC OTWAY PLANNING SCHEME

**MAP 3 TO SCHEDULE 1 OF THE VEGETATION PROTECTION OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)

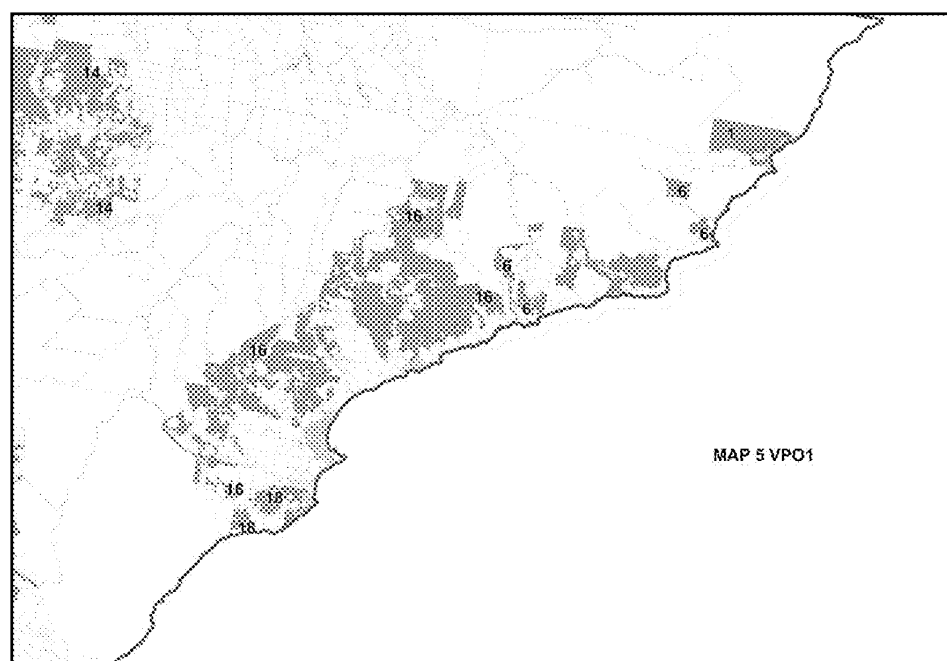


COLAC OTWAY PLANNING SCHEME

**MAP 4 TO SCHEDULE 1 OF THE VEGETATION PROTECTION OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)



**MAP 5 TO SCHEDULE 1 OF THE VEGETATION PROTECTION OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)



## TABLE OF VALUES FOR SIGNIFICANT AND REMNANT VEGETATION

Shown on the biodiversity map as VP01

| Shire Ref. | Location                               | Victorian rare or threatened species recorded | Rare or threatened Vegetation Community | High biodiversity values / links. | Comments                                                                                                                                                                                                                                                                                                                                                                   |
|------------|----------------------------------------|-----------------------------------------------|-----------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VP01(1)    | Wye River                              | Y                                             | U                                       | Y                                 | Intact vegetation contiguous with Great Otway National Park. Predominantly Wet Forest EVC201 (LC), Shrubby Foothill Forest EVC45 (LC), Shrubby Wet Forest EC201 (LC), patches of Coastal Headland Scrub EVC161 (D) and Herb-rich Foothill Forest EVC23 (D) on the coast. Rufous Bristlebird (L, nt), Southern Blue-gum ( <i>Eucalyptus globulus subsp. globulus</i> ) (r). |
| VP01(2)    | Pennyroyal                             | N                                             | N                                       | Y                                 | Lowland Forest EVC16(D), Grassy Woodland EVC175(E)                                                                                                                                                                                                                                                                                                                         |
| VP01(3)    | Barwon Downs                           | N                                             | N                                       | Y                                 | West Coast Peppermint ( <i>Eucalyptus aff. willisii</i> (South-western Victoria)) (r), Herb-rich Foothill Forest/Shrubby Foothill Forest Complex EVC178 (D), Lowland Forest EVC16 (D), Riparian Forest EVC18 (V), Contiguous with Otway Forest Park and nearby Callahan Block Powerful Owl population.                                                                     |
| VP01(4)    | Barwon River East & King Creek Yaugher | Y                                             | N                                       | Y                                 | Heathy Woodland EVC48 (LC), Lowland Forest EVC16 (D), Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> ) (r), Remnants are contiguous with Great Otway National Park and Otway Forest Park and nearby Callahan Block Powerful Owl population.                                                                                                                             |
| VP01(5)    | Yaugher Foothill Forest                | Y                                             | N                                       | Y                                 | Yarra Gum ( <i>Eucalyptus yarraensis</i> ) (r), Southern Brown Bandicoot (EN, nt) recorded on north-west side of Forest Park, Powerful Owl (L), Rufous Bristlebird (L) has been recorded. Lowland Forest EVC16(D), Herb-rich Foothill Forest EVC23(V), Grassy Woodland EVC175(E), Remnants are contiguous links to Otway Forest Park.                                      |
| VP01(6)    | Kennett River                          | Y                                             | U                                       | Y                                 | Vegetation forms BioLink between Great Otway National Park and the coast. Vegetation is in large blocks adjacent to the National Park and along drainage lines. Wet Forest EVC201 (LC), Shrubby Foothill Forest EVC45 (LC), Shrubby Wet Forest EC201 (LC), Rufous Bristlebird (L, nt), Otway Black Snail (L, vu).                                                          |
| VP01(7)    | Bungador                               | U                                             | U                                       | U                                 | Lowland Forest EVC16 (D). Possibly Swamp Scrub EVC53 (E). Series of remnants between Jancourt Nature Conservation Reserve and Otway Forest Park.                                                                                                                                                                                                                           |



COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location          | Victorian rare or threatened species recorded | Rare or threatened Vegetation Community | High biodiversity values / links. | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------|-------------------|-----------------------------------------------|-----------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO1(8)    | Upper Gellibrand  | Y                                             | N                                       | Y                                 | Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> ) (I); Satinwood ( <i>Nematolepis squamea</i> subsp. <i>squamea</i> ) (I). Contiguous with Otway Forest Park, Gellibrand River and Barramunga Creek. Shrubby Wet Forest EVC201 (LC), Shrubby Foothill Forest EVC45 (LC), Wet Forest EVC30 (LC), Riparian Forest EVC18 (LC). Caddisfly ( <i>Opinoichia justini</i> ) (DD), Caddisfly ( <i>Archaeophylax canarus</i> ) (L, R/R)            |
| VPO1(9)    | Forrest           | Y                                             | N                                       | Y                                 | Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> ) (I)                                                                                                                                                                                                                                                                                                                                                                                    |
| VPO1(10)   | Porcupine Creek   | Y                                             | N                                       | Y                                 | Vegetation is surrounded by Otway Forest Park and adjacent to Great Otway National Park, forming continuous link of vegetation. West Coast Peppermint ( <i>Eucalyptus</i> aff. <i>willisii</i> ) (South-western Victoria) (I), Currant-wood ( <i>Monotoca glauca</i> ) (I). Healthy Woodland EVC 48(LC), Lowland Forest EVC16 (D), Sedgy Riparian Woodland EVC198 (D), Shrubby Wet Forest EVC201 (LC), Shrubby Foothill Forest EVC45 (LC). |
| VPO1(11)   | Colac Foothills   | U                                             | U                                       | U                                 | Predominantly Lowland Forest EVC16 (D) also patches of Riparian Scrub/Swampy Riparian Woodland Complex EVC17 (D), Grassy Forest EVC128 (E), and Healthy Woodland EVC48 (LC).                                                                                                                                                                                                                                                               |
| VPO1(12)   | Gellibrand Forest | Y                                             | U                                       | Y                                 | Long-nosed Potoroo (L, VU, e) recorded in adjacent Otway Forest Park. Grey Goshawk (L, vu), Currant-wood ( <i>Monotoca glauca</i> ) (I), Showy Lobelia ( <i>Lobelia beaugleholei</i> ) (I), Parsley Xanthosia ( <i>Xanthosia leiophylla</i> ) (I)                                                                                                                                                                                          |
|            |                   |                                               |                                         |                                   | Parsley Xanthosia ( <i>Xanthosia leiophylla</i> ) (I), Predominantly Lowland Forest EVC16 (D) also patches of Shrubby Foothill Forest EVC45 (LC), Healthy Woodland EVC48 (LC), Wet Heathlands EVC8 (LC), Damp Heath Scrub EVC165 (E), Riparian Scrub/Swampy Riparian Woodland Complex EVC17 (D).                                                                                                                                           |



COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                  | Victorian rare or threatened species recorded | Rare or threatened Vegetation Community | High biodiversity values / links. | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------|---------------------------|-----------------------------------------------|-----------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO1(13)   | Carlisle River Heathlands | Y                                             | Y                                       | Y                                 | Ground Parrot (L, en) and Heathlands. Much of the vegetation is contiguous with Great Otway National Park and Otway Forest Park - structurally intact and high biodiversity value. Predominantly Heathy Woodland EVC48(LC) and Lowland Forest EVC48(D) with areas of Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Shrubby Foothill Forest EVC45(LC), Wet Heathland EVC8(LC), Herb-rich Foothill Forest EVC23(V).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| VPO1(14)   | Beech Forest              | Y                                             | Y                                       | Y                                 | Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> ) (r), Currant-wood ( <i>Monotoca glauca</i> ) (r), West Coast Peppermint ( <i>Eucalyptus aff. willisii</i> (South-western Victoria)) (r), Long Rope-nush ( <i>Calorophus elongates</i> ) (v), Starry Daisy-bush ( <i>Olearia stellulata</i> ) (k).<br><br>Predominantly Wet Forest EVC30 (LC), Shrubby Wet Forest EVC201 (LC) with Cool Temperate Rainforest EVC31 (E) occurring along gullies and drainage lines. Much of the vegetation is adjacent to or links with Otway Forest Park or Great Otway National Park, or occurs along waterways.<br><br>Threatened species recorded include Grey Goshawk(L), Otway Black Snail (L, vu), Rufous Bristlebird (L, vu), Spot-tailed Quoll (L, EN, en) and Long-nosed Potoroo (L, vu, en) have been recorded at several locations (refer to Biosites and VFD).<br><br>Threatened flora includes Satinwood ( <i>Nematolepis squamea subsp. Squamea</i> ) (r), Otway Milre-moss ( <i>Calypstrochaeta otwayensis</i> ) (r), Trachyloma ( <i>Trachyloma planifolium</i> ) (r), Brown's Milre-moss ( <i>Calypstrochaeta brownie</i> ) (r), Pouncewort ( <i>Nephelejeunea hamata</i> ) (r), Naked Sun-orchid ( <i>Thelymitra circumsepta</i> ) (v). |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                | Victorian rare or threatened species recorded | Rare or threatened Vegetation Community | High biodiversity values / links. | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------|-------------------------|-----------------------------------------------|-----------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO1(15)   | Wangerrip/Lavers Hill   | Y                                             | U                                       | Y                                 | Vegetation blocks adjacent to Great Otway NP and Otway Forest Park, and/or along waterways linking to large public land blocks. Shrubby Foothill Forest EVC45 (LC), Wet Forest EVC30 (LC), Shrubby Wet Forest EVC201 (LC).                                                                                                                                                                                                                                                                                                                                                                        |
|            |                         |                                               |                                         |                                   | Threatened flora include Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> ) (r), West Coast Peppermint ( <i>Eucalyptus aff. willisii</i> ) (South-western Victoria) (r), Bristly Shield-fern ( <i>Lastreopsis hispida</i> ) (r), Tasman Fan-fern ( <i>Sticherus tener</i> s.s.) (r), Bass Rush ( <i>Juncus bassianus</i> ) (k), Otway Mitre-moss ( <i>Calyptrichia otwayensis</i> ) (r), Powerful Owl (L, vu), Rufous Bristlebird (L, nt), Southern Toadlet (nt), Grey Goshawk (L, vu), Otway Black Snail (L, vu), Ground Parrot (L, en).                                                        |
| VPO1(16)   | Apollo Bay-Skenes Creek | Y                                             | U                                       | Y                                 | Vegetation forms Biolink between Great Otway NP and the coast. Vegetation is in large blocks adjacent to the National Park and along drainage lines.                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|            |                         |                                               |                                         |                                   | Otway Black Snail (L, vu), Grey Goshawk (L, vu). Records of Spot-tailed Quoll (L, EN, en) and Swamp Antechinus (L, nt), to the north of Skenes Creek. Satinwood ( <i>Nematolepis squamea subsp. squamea</i> ) (r). Wet Forest EVC30 (LC), Shrubby Wet Forest EVC201 (LC), Shrubby Foothill Forest EVC45 (LC).                                                                                                                                                                                                                                                                                     |
| VPO1(17)   | Holdern Vale            | Y                                             | U                                       | Y                                 | Vegetation is adjacent to Great Otway National Park. Wet Forest EVC30 (LC), Shrubby Foothill Forest EVC45 (LC), Grey Goshawk (L, vu).                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| VPO1(18)   | Marengo                 | Y                                             | U                                       | Y                                 | Broad-leaf Prickly Moses ( <i>Acacia verticillata subsp. ruscifolia</i> ) (r), Otway Grey-gum ( <i>Eucalyptus littoralis</i> ) (v), Current-wood ( <i>Monotoca glauca</i> ) (r), Brooker's Gum ( <i>Eucalyptus brookeriana</i> ) (r), Grey Goshawk (L, vu), Azure Kingfisher (nt), Rufous Bristlebird (L, nt), Swamp Skink (L, vu), Historic records of Spot-tailed Quoll (L, E, e), Damp Heath Scrub EVC165 (E), Wet Sands Thicket EVC233(F), Riparian Scrub/Swampy Riparian Woodland Complex EVC17 (LC), Wet Forest EVC30 (LC), Shrubby Foothill Forest EVC45 (LC), Riparian Forest EVC18 (LC). |

**Key to Abbreviations**

Y - Yes  
N - No  
U-Unknown

EVC - Name (number)(bioregional conservation status)

Threatened Flora Status - (EPBC, DSE, FFG, Migratory Bird)

**Conservation Status Abbreviations**

| EPBC                     |                       | DSE         |              | DSE         |                       | FFG                  | International Treaty     |
|--------------------------|-----------------------|-------------|--------------|-------------|-----------------------|----------------------|--------------------------|
| National Flora and Fauna |                       | State Flora |              | State Fauna |                       | FFG                  | Migratory Bird Agreement |
| EX                       | extinct               | ex          | extinct      | cr          | Critically endangered | L Listed             | J JAMBA                  |
| CR                       | critically endangered | e           | endangered   | e           | Endangered            | N Nominated          | C CAMBA                  |
| EN                       | endangered            | v           | vulnerable   | v           | Vulnerable            | I Invalid/Ineligible |                          |
| VU                       | vulnerable            | r           | rare         | nt          | Near threatened       |                      |                          |
|                          |                       | k           | poorly known | dd          | Data deficient        |                      |                          |

COLAC OTWAY PLANNING SCHEME

//2012  
C70

**SCHEDULE 2 TO THE VEGETATION PROTECTION OVERLAY**

Shown on the planning scheme map as **VPO2**

**ROADSIDE VEGETATION**

**1.0**

**Statement of nature and significance of vegetation to be protected**

19/01/2006  
VC37

The remnant vegetation along roadsides plays an important role in preserving tracts of remnant vegetation and can provide strategic biodiversity links.

It is important to maintain and enhance habitat and corridor requirements for native flora and fauna.

Remnant vegetation along roadsides is a key feature of the landscape and scenic recreational value for local, regional and state communities.

**2.0**

**Vegetation protection objectives to be achieved**

18/06/2009  
C55

- To protect and manage the remnant vegetation along roadsides as viable habitat areas for animals and birds and for its scenic and recreational value.
- To encourage natural regeneration and replanting with indigenous species and to remove or modify threatening processes and introduced plant species.

**3.0**

**Permit requirement**

18/06/2009  
C55

A permit is required to remove, destroy or lop any native vegetation.

**4.0**

**Application requirements**

//2012  
C70

An application to remove native vegetation must include the following information as appropriate:

- The total extent of native vegetation on the roadside and the extent of native vegetation proposed to be removed.
- The location of areas, if any, with a gradient exceeding ~~30 %~~ **25%**.
- The purpose of the proposed removal.
- Demonstration that the removal, destruction or lopping has been reduced to the minimum extent that is reasonable and practicable.
- Details of any proposed revegetation, including the proposed species to be planted and any proposals for ground stabilisation.
- If the area of proposed native vegetation removal exceeds 400 square metres, a report by a suitably qualified person which describes the vegetation, habitat and habitat significance of the site and the impact of the proposed removal on the vegetation, habitat and habitat corridors.

**5.0**

**Referral/notice of applications**

18/06/2009  
C55

An application must be referred in accordance with Section 53 of the Act to the referral authority specified in Clause 66.04 or a schedule to that clause unless in the opinion of the

COLAC OTWAY PLANNING SCHEME

responsible authority, the proposal satisfies requirements or conditions previously agreed to in writing between the responsible authority and the referral authority.

~~Council may seek the comments on any application in accordance with Section 52(1)(c) of the Act from the authority specified in Clause 66.06 or a schedule to that clause.~~

**6.0 Decision guidelines**

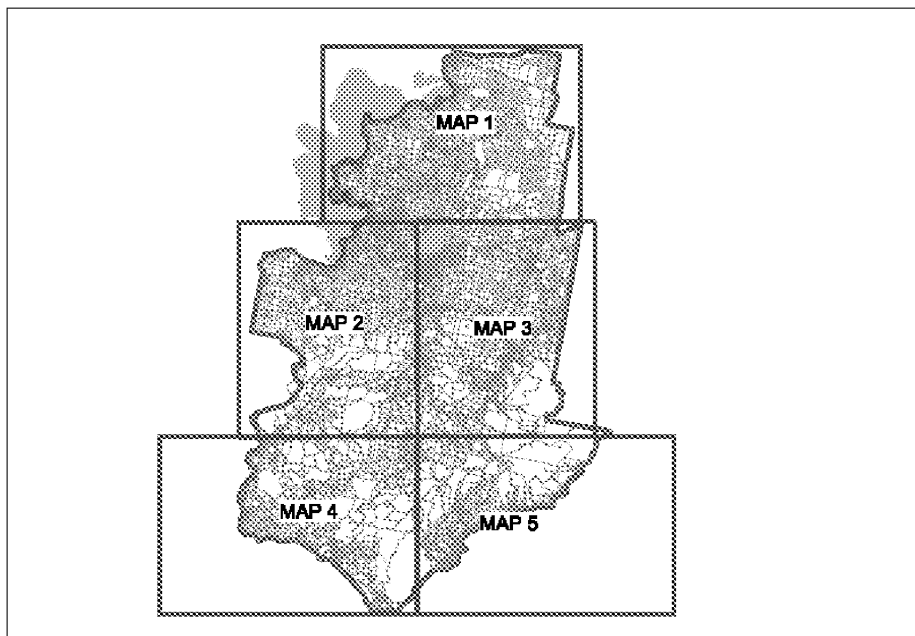
//2012  
C70

Before deciding on an application the responsible authority must consider as appropriate:

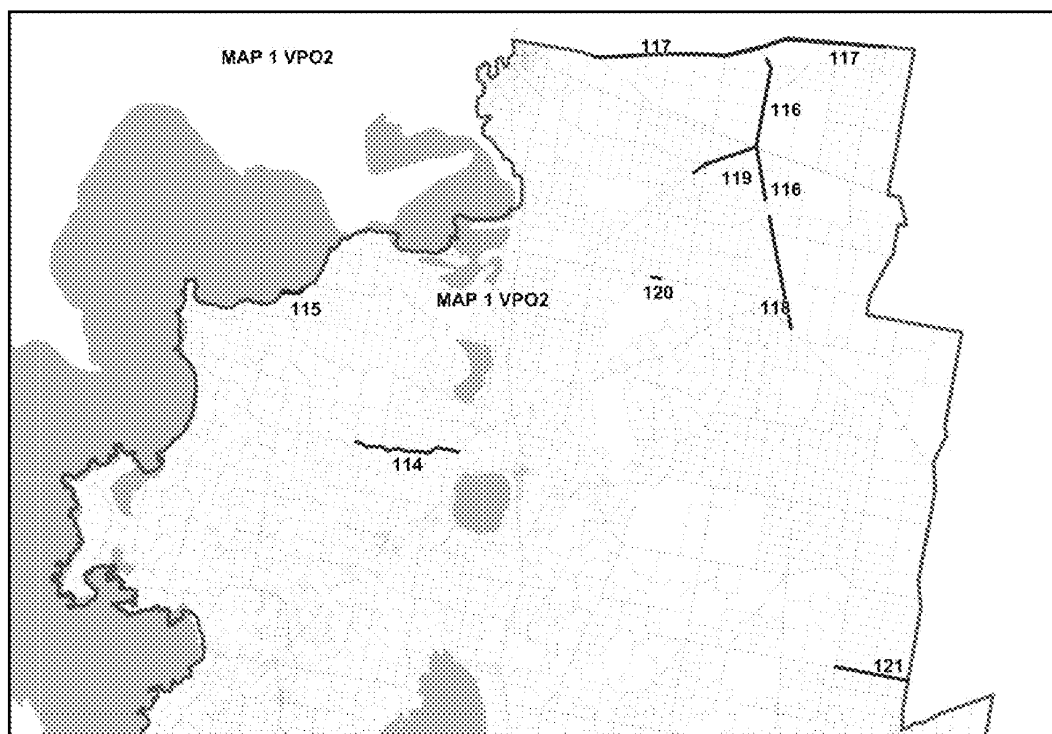
- ~~▪ The particular characteristics of the roadside vegetation as listed in the table in this schedule and referenced in the map titled Colac Otway Shire — Sites of Biodiversity Significance, June 2002. Sites of roadside vegetation as listed in the Table of Values and shown in Maps 1 and 2 in this Schedule and referenced in the Colac Otway Shire Biodiversity Map October 2009 Main Report.~~
- The need to retain remnant vegetation and conserve flora and fauna habitats including habitat and movement corridors ~~and biolinks.~~
- ~~▪ The need to maintain ecological processes and dynamics of the ecosystem in a local and landscape context.~~
- The value of the vegetation in providing key habitat for flora and fauna particularly depleted habitat types. ~~The value of the flora, fauna or habitat in terms of physical condition, rarity or variety.~~
- The need to maintain viable examples of Ecological Vegetation Classes that are appropriate and relevant to a site. ~~The need to maintain viable examples of particular Broad Vegetation Communities.~~
- The effect of the proposed removal of native vegetation on the habitat value and long term viability of remnant bushland areas in the vicinity.
- Whether the development may contribute to an increase in the presence of pest plants and animals. ~~The contribution of the proposal to pest plant control.~~
- The reason for removing the vegetation and the practicality of alternative options which do not require removal of native vegetation.
- Whether the application is subject to the Environment Protection and Biodiversity Conservation Act 1999 or the Flora and Fauna Guarantee Act 1988.
- Any relevant Regional Vegetation plan and Department of Sustainability and Environment Biodiversity Map including the Corangamite Native Vegetation Strategy (2006).
- The recommendations of any relevant Biodiversity Action Plan of the Department of Sustainability and Environment.

COLAC OTWAY PLANNING SCHEME

KEY MAP TO SCHEDULE 2 OF THE VEGETATION PROTECTION OVERLAY

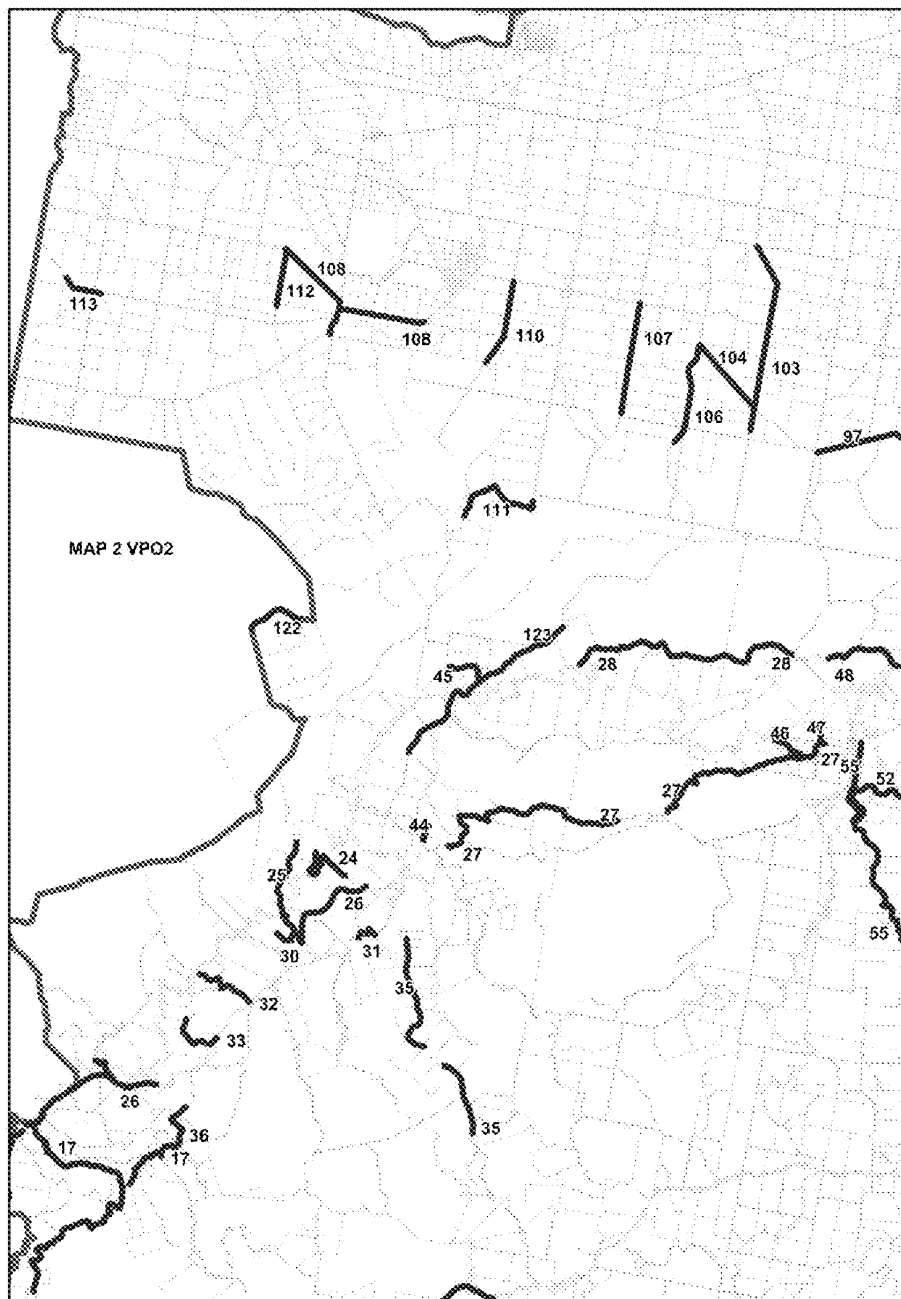


MAP 1 TO SCHEDULE 2 OF THE VEGETATION PROTECTION OVERLAY  
(Numbers relate to bracketed Shire reference number in Table of Values)



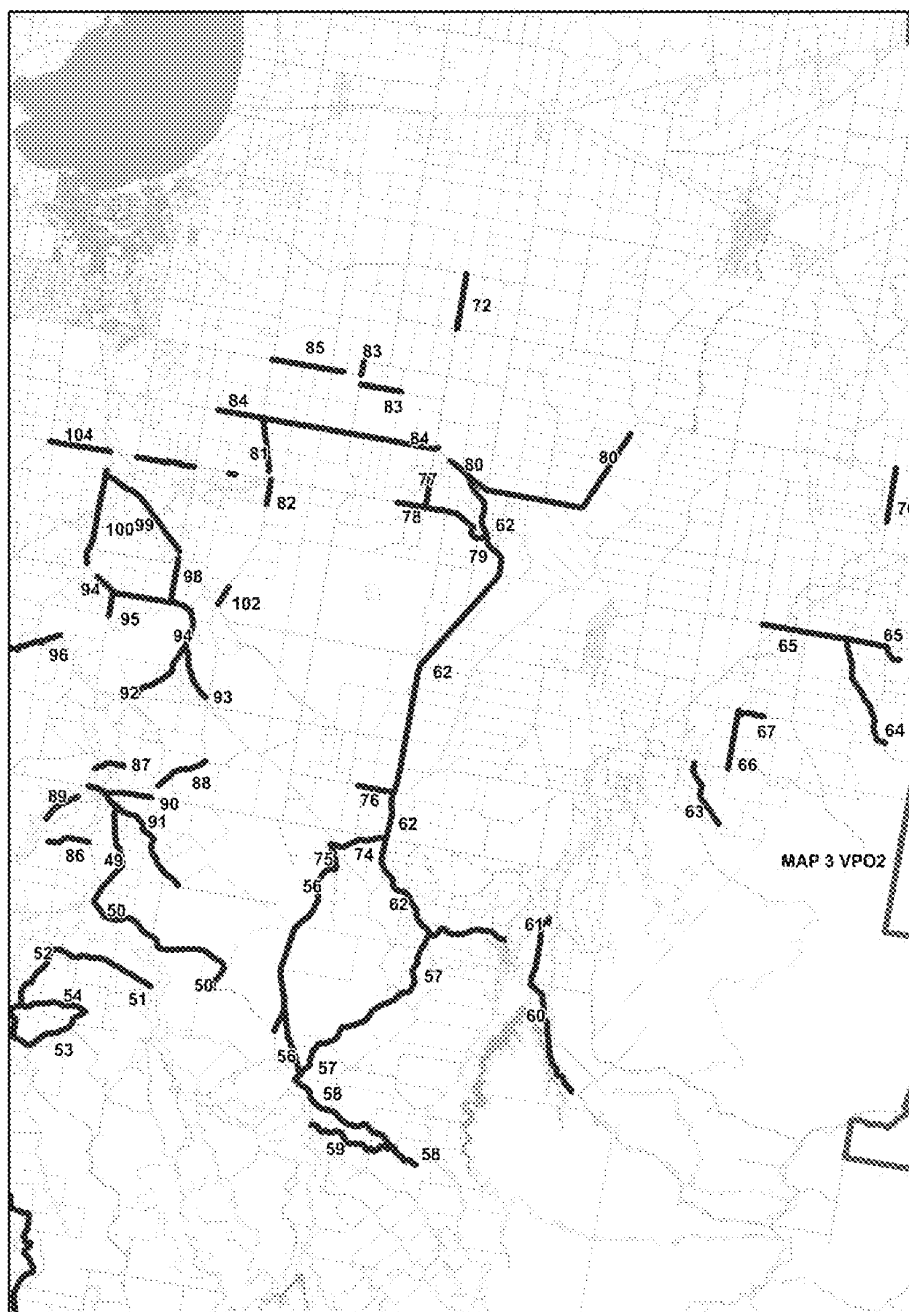
COLAC OTWAY PLANNING SCHEME

**MAP 2 TO SCHEDULE 2 OF THE VEGETATION PROTECTION OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)



COLAC OTWAY PLANNING SCHEME

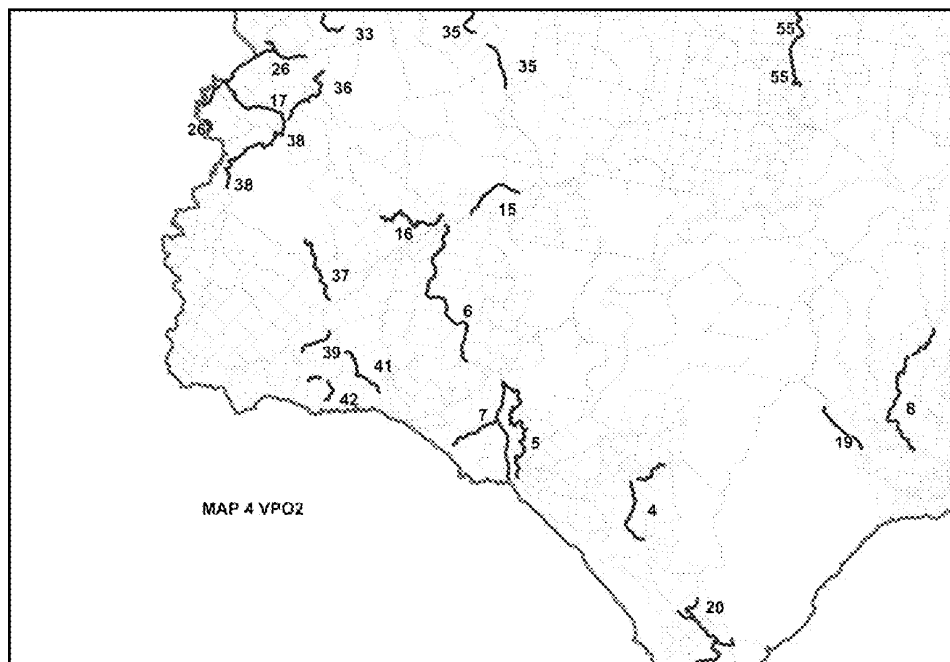
MAP 3 TO SCHEDULE 2 OF THE VEGETATION PROTECTION OVERLAY  
(Numbers relate to bracketed Shire reference number in Table of Values)



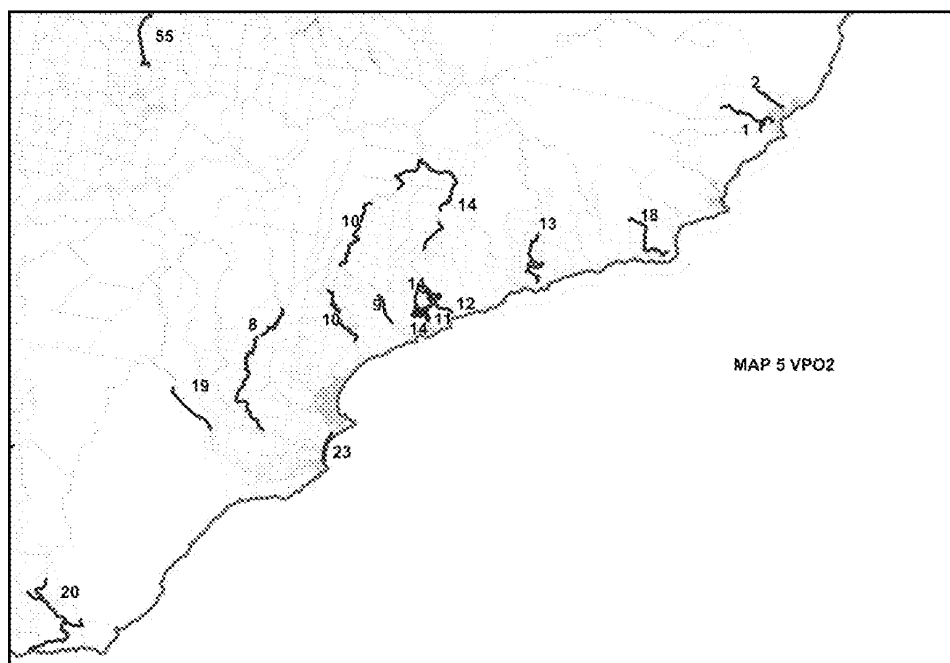


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**MAP 4 TO SCHEDULE 2 OF THE VEGETATION PROTECTION OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)



**MAP 5 TO SCHEDULE 2 OF THE VEGETATION PROTECTION OVERLAY**  
(Numbers relate to bracketed Shire reference number in Table of Values)



COLAC OTWAY PLANNING SCHEME

**TABLE OF VALUES FOR ROADSIDE VEGETATION**  
Shown on the biodiversity map as VPO2

| Shire Ref. | Location                                     | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                                                                                                                       |
|------------|----------------------------------------------|-----------------------------------------|---------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2(1)    | Mud Road                                     | N                                       | N                         | Y                               | Shrubby Foothill Forest EVC45(LC), Wet Forest EVC30(LC), Shrubby Wet Forest EVC201(LC)                                                                                         |
| VPO2(2)    | Old Coach Road                               | N                                       | N                         | Y                               | Shrubby Foothill Forest EVC45 (LC)                                                                                                                                             |
| VPO2(3)    | Knowledge Track                              | N                                       | N                         | Y                               | Coastal Headland Scrub EVC161(D) Roadside Conservation Advisory Committee Conservation Value= High                                                                             |
| VPO2(4)    | Hordeum Vale Road                            | N                                       | N                         | Y                               | Swamp Scrub EVC53(E), Shrubby Foothill Forest EVC45(LC), Damp Sands Herb-rich Woodland EVC3(V), Wet Heathland EVC8(LC).                                                        |
| VPO2(5)    | Old Ocean Road--<br>Glenaire & Lavers Hill   | N                                       | N                         | Y                               | Shrubby Foothill Forest EVC45(LC), Lowland Forest EVC16 (D)                                                                                                                    |
| VPO2(6)    | Great Ocean Road--<br>Glenaire & Lavers Hill | N                                       | N                         | Y                               | Lowland Forest EVC16 (D), Coastal Headland Scrub EVC161 (V), Wet Forest EVC30(LC), Shrubby Wet Forest EVC201(LC), Shrubby Foothill Forest EVC45 (LC), Lowland Forest EVC16(D), |
| VPO2(7)    | Evans Track                                  | N                                       | N                         | Y                               | Lowland Forest EVC16 (D), Coastal Headland Scrub EVC161 (V),                                                                                                                   |
| VPO2(8)    | Barham River Road                            | N                                       | N                         | Y                               | Wet Forest EVC 30 (LC), Cool Temperate Forest EVC 31(E)                                                                                                                        |
| VPO2(9)    | Tiger Lane                                   | N                                       | N                         | Y                               | Shrubby Wet Forest (EVC201) (LC)                                                                                                                                               |
| VPO2(10)   | Wild Dog Road                                | N                                       | N                         | Y                               | Wet Forest EVC30 (LC), Cool Temperate Forest EVC 31 (E)                                                                                                                        |
| VPO2(11)   | Old Coach Road                               | N                                       | N                         | Y                               | Shrubby Foothill Forest EVC45(LC)                                                                                                                                              |
| VPO2(12)   | Hickey's Cutting                             | N                                       | N                         | Y                               | Shrubby Foothill Forest EVC45(LC), Shrubby Wet Forest EVC201(LC)                                                                                                               |
| VPO2(13)   | Sunnyside Road                               | N                                       | N                         | Y                               | Wet Forest EVC30(LC), Shrubby Foothill Forest EVC45 (LC)                                                                                                                       |
| VPO2(14)   | Skenes Creek Road                            | N                                       | N                         | Y                               | Wet Forest EVC30(LC), Shrubby Wet Forest EVC201(LC), Shrubby Foothill Forest EVC45(LC)                                                                                         |
| VPO2(15)   | Colac Lavers Hill Road                       | N                                       | N                         | Y                               | Shrubby Wet Forest EVC201(LC), Wet Forest EVC30(LC).                                                                                                                           |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                              | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                                                                                                                                                                       |
|------------|---------------------------------------|-----------------------------------------|---------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2(16)   | Lavers Hill-Cobden Road               | N                                       | N                         | Y                               | Shrubby Wet Forest EVC201(LC), Lowland Forest EVC16(D), Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Heathy Woodland EVC48(LC).                                                                                   |
| VPO2(17)   | Lavers Hill-Cobden Road- Chapple Vale | N                                       | N                         | Y                               | Section of the road adjacent to Chapple Creek, a significant waterway. Adjacent to Great Otway National Park.<br>Lowland Forest EVC16(D), Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Heathy Woodland EVC48(LC). |
| VPO2(18)   | The Rise, Wongarra                    | N                                       | N                         | Y                               | Shrubby Foothill forest EVC45(LC), Wet Forest EVC30(LC)                                                                                                                                                                        |
| VPO2(19)   | Great Ocean Rd-- Cape Otway           | N                                       | N                         | Y                               | Wet Forest EVC30 (LC). Adjacent to Great Otway National Park.                                                                                                                                                                  |
| VPO2(20)   | Lighthouse Road                       | N                                       | N                         | Y                               | Damp Sands Herb-rich Woodland EVC3(V). Passes through significant Leaty Greenhood ( <i>Pterostylis cucullata subsp. cucullata</i> ) habitat and populations.                                                                   |
| VPO2(21)   | Blanket Bay Road                      | N                                       | N                         | Y                               | Damp Sands Herb-rich Woodland EVC3(V). Passes through significant Leaty Greenhood ( <i>Pterostylis cucullata subsp. cucullata</i> ) habitat.                                                                                   |
| VPO2(22)   | Manna Gum Drive                       | N                                       | N                         | Y                               | Damp Sands Herb-rich Woodland EVC3(V). Passes through significant Leaty Greenhood ( <i>Pterostylis cucullata subsp. cucullata</i> ) habitat.                                                                                   |
| VPO2(23)   | Great Ocean Road- Apollo Bay          | N                                       | N                         | Y                               | Coastal Vegetation Coastal Dune Scrub/Coastal Dune Grassland Mosaic EVC1 (D)                                                                                                                                                   |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                   | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                                                                                                                                                                                                                                                             |
|------------|----------------------------|-----------------------------------------|---------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (24)  | Lyness Road                | U                                       | U                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High, and High.<br>Heathland provides habitat for Ground Parrot (e). Adjacent to Otway Forest Park. Crosses Gellibrand River, which contains significant native fish populations. Healthy Woodland EVC48(LC), Riparian Forest EVC18(V).            |
| VPO2 (25)  | Trotters Road              | Y                                       | N                         | Y                               | Heathland provides habitat for Ground Parrot (e). Adjacent to Otway Forest Park and crosses Gellibrand River, which contains significant native fish populations. Healthy Woodland EVC48(LC), Riparian Forest EVC18(V), Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> )(f).                                      |
| VPO2 (26)  | Gellibrand River Road      | U                                       | U                         | Y                               | Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Healthy Woodland EVC48(LC), Lowland Forest EVC16(D). Mature trees adjacent to Gellibrand River.                                                                                                                                                            |
| VPO2 (27)  | Gellibrand – Carlisle Road | Y                                       | Y                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High and High. Adjacent to and runs through Great Otway National Park. Lowland Forest EVC16 (D), Wet Heathland EVC8(LC), Healthy Woodland EVC 48 (LC), Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Sedgy Riparian Woodland EVC198(D) |
| VPO2 (28)  | Escarpment Road            | U                                       | U                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High. Adjacent to Great Otway National Park. Lowland Forest EVC16 (D).                                                                                                                                                                             |
| VPO2 (29)  | RWC Pumping Station Track  | U                                       | N                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High. Heathland provides habitat for Ground Parrot (e). Adjacent to Otway Forest Park and crosses Gellibrand River, which contains significant native fish populations. Healthy Woodland EVC48(LC).                                                |
| VPO2 (30)  | Karacasays Road            | U                                       | U                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High. Adjacent to Otway Forest Park. Healthy Woodland EVC48 (LC).                                                                                                                                                                                  |
| VPO2 (31)  | Lucas Road                 | U                                       | U                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High. Healthy Woodland EVC48(LC), Riparian Scrub/Swampy riparian Woodland Complex EVC17(D).                                                                                                                                                        |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location        | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------|-----------------|-----------------------------------------|---------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (32)  | Monty's Track   | U                                       | U                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High. Adjacent to Great Otway National Park smf Gellibrand River which contains significant native fish populations. Healthy Woodland EVC48(LC).                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| VPO2 (33)  | Westwicks Road  | U                                       | U                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High. Adjacent to Great Otway National Park. Healthy Woodland (EVC48)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| VPO2 (34)  | King Track      | U                                       | U                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High. Adjacent to Gellibrand River and links to Great Otway National Park. Healthy Woodland (EVC48).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| VPO2 (35)  | Moomowroong Rd  | U                                       | U                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High and High. Provides a link between Great Otway National Park and Otway Forest Park. Healthy Woodland EVC48(LC), Shrubby foothill Forest EVC45(LC).                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| VPO2 (36)  | Sand Pit Road   | Y                                       | Y                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High and High. Links Chapple Creek with Great Otway National Park. Healthy Woodland EVC48 (LC), Currant-wood ( <i>Monotoca glauca</i> ) (1)                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| VPO2 (37)  | Colac Tree Road | N                                       | N                         | Y                               | Roadside Conservation Advisory Committee Conservation Value= Very High. Ground Parrot (e). Last century, Ground Parrots occurred more extensively along the Victorian coast and particularly around Port Phillip Bay and Western Port. Habitat destruction by urban development and agriculture has eliminated populations from many coastal areas. Further development still threatens populations, although many of the remaining coastal heathlands are now protected in National Parks, particularly along the eastern coast.                                                                                                                                 |
|            |                 |                                         |                           |                                 | Shrubby Foothill Forest EVC45 (LC), Shrubby Wet Forest EVC201(LC).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| VPO2 (38)  | Devondale Road  | U                                       | U                         | Y                               | Healthy Woodland EVC48, Riparian Scrub/Swampy Riparian Woodland Complex EVC17 (D), Roadside Conservation Advisory Committee Conservation Value= Very High and High. Ground Parrots (e) have been recorded in the vicinity. Last century, Ground Parrots occurred more extensively along the Victorian coast and particularly around Port Phillip Bay and Western Port. Habitat destruction by urban development and agriculture has eliminated populations from many coastal areas. Further development still threatens populations, although many of the remaining coastal heathlands are now protected in National Parks, particularly along the eastern coast. |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                               | Rare or threatened species/communities | Remnant native grasslands | High biodiversity values/links | Comments                                                                                                                                                                                           |
|------------|----------------------------------------|----------------------------------------|---------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (39)  | Hendrickson Track                      | U                                      | Y                         | Y                              | Roadside Conservation Advisory Committee Conservation Value= Very High and High.<br>Shrubby Foothill Forest (EVC45)                                                                                |
| VPO2 (40)  | Melanesia Track                        | U                                      | N                         | Y                              | Shrubby Foothill Forest EVC45 (LC). Roadside Conservation Advisory Committee Conservation Value= Very High                                                                                         |
| VPO2 (41)  | Old Coach Road                         | U                                      | N                         | Y                              | Shrubby Foothill Forest EVC45 (LC). Roadside Conservation Advisory Committee Conservation Value= Very High                                                                                         |
| VPO2 (42)  | Pride Track                            | Y                                      | Y                         | Y                              | Conservation Advisory Committee Conservation Value=High. Shrubby Foothill Forest EVC45 (LC), Coastal Headland Scrub EVC161 (D).<br>Rufus Bristlebird(n), Powerful Owl(v).                          |
| VPO2 (43)  | Hiders Access                          | U                                      | N                         | Y                              | Shrubby Foothill Forest EVC45 (LC). Shrubby Wet Forest EVC201(LC). Roadside Conservation Advisory Committee Conservation Value= Very High. Adjacent to Great Otway National Park.                  |
| VPO2 (44)  | Unnamed- North off Carlisle-Colac Road | U                                      | U                         | Y                              | Roadside Conservation Advisory Committee Conservation Value= Very High. Lowland Forest EVC16(D), Heathy Woodland EVC48(LC).                                                                        |
| VPO2 (45)  | Wall-Skinners Access & Thomas Track    | U                                      | U                         | Y                              | Roadside Conservation Advisory Committee Conservation Value= Very High. Lowland Forest EVC16(D), Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Sedgy Riparian Woodland EVC198(D)       |
| VPO2 (46)  | McDonalds Access                       | U                                      | U                         | Y                              | Roadside Committee Conservation Value= High. Lowland Forest EVC16(D).                                                                                                                              |
| VPO2 (47)  | Greens Road                            | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Lowland Forest EVC16(D), Riparian Forest EVC18(V).                                                                                               |
| VPO2 (48)  | Wonga Road                             | U                                      | U                         | Y                              | Roadside Committee Conservation Value= High. Links Great Otway National Park with Great Otway National Park. Lowland Forest EVC16(D), Riparian Forest EVC18(V), Sedgy Riparian Woodland EVC198(D). |
| VPO2 (49)  | Kawarren East Road                     | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Lowland Forest EVC16(D).                                                                                                                         |
| VPO2 (50)  | Ridge Road                             | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Lowland Forest EVC16(D).                                                                                                                         |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                                             | Rare or threatened species/communities | Remnant native grasslands | High biodiversity values/links | Comments                                                                                                                                                                                                                                                                                               |
|------------|------------------------------------------------------|----------------------------------------|---------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (51)  | Lardners Track                                       | U                                      | U                         | U                              | Roadside Committee Conservation Value= Very High. Linkage between Otway Forest Park and Gellibrand River. Lowland Forest EVC16(D), Damp Heath Scrub EVC165(E).                                                                                                                                         |
| VPO2 (52)  | Gellibrand East Road                                 | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Linkage between Otway Forest Park and Gellibrand River. Lowland Forest EVC16(D), Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Riparian Forest EVC18(D).                                                                                 |
| VPO2 (53)  | Old Lardners Track                                   | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Linkage between Otway Forest Park and Gellibrand River. Lowland Forest EVC16(D), Healthy Woodland EVC48(LC).                                                                                                                                         |
| VPO2 (54)  | Gravel Pit Road                                      | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Linkage between Otway Forest Park and Gellibrand River. Lowland Forest EVC16(D), Damp Heath Scrub EVC165(E).                                                                                                                                         |
| VPO2 (55)  | Old Beech Forest Road (aka Colac- Beech Forest Road) | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High and high. Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> )(r), Wet Forest EVC30(LC), Shrubby Wet Forest EVC201(LC), Shrubby Foothill Forest EVC45(LC), Lowland Forest EVC16(D).                                                                    |
| VPO2 (56)  | Pipeline Road                                        | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High and High. Adjacent to Great Otway National Park and Otway Forest Park. Dwarf Silver Wattle ( <i>Acacia nano-dealbata</i> )(r), Shrubby Wet Forest EVC201(LC), Shrubby Foothill Forest EVC45(LC), Lowland Forest EVC16(D), Healthy Woodland EVC45(LC). |
| VPO2 (57)  | Roadknight Creek Road                                | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Links to Otway Forest Park and Barwon River. Shrubby Wet Forest EVC201(LC), Shrubby Foothill Forest EVC45(LC).                                                                                                                                       |
| VPO2 (58)  | Barramunga-Roadknight Road                           | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Links to Otway Forest Park. Shrubby Wet Forest EVC201(LC), Shrubby Foothill Forest EVC45(LC).                                                                                                                                                        |
| VPO2 (59)  | Upper Gellibrand Road                                | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Links to Otway Forest Park and Barramunga Creek. Shrubby Wet Forest EVC201(LC).                                                                                                                                                                      |
| VPO2 (60)  | Kaanglang Rd                                         | U                                      | U                         | Y                              | Links to Great Otway National Park and Monday Creek, an upper tributary of Barwon River. Shrubby Wet Forest EVC201(LC), Shrubby Foothill Forest EVC45(LC).                                                                                                                                             |
| VPO2 (61)  | Yaugher Road                                         | U                                      | U                         | Y                              | Links to Otway Forest Park. Shrubby Foothill Forest EVC45(LC).                                                                                                                                                                                                                                         |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                  | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------|---------------------------|-----------------------------------------|---------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (62)  | Colac-Forest Road         | U                                       | U                         | Y                               | Provides a linkage between vegetation remnants and Otway Forest Park. Damp Sands Herb-Rich Woodland EVC3(V), Lowland Forest EVC16(D), Grassy Woodland EVC175(E), Heathy Woodland EVC48(LC), Shrubby Foothill Forest EVC45(LC).                                                                                                                                                                                         |
| VPO2 (63)  | Taylor's Road             | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High. Herb-rich Foothill Forest/Shrubby Foothill Forest Complex EVC178(V), Lowland Forest EVC16(D).                                                                                                                                                                                                                                                                             |
| VPO2 (64)  | Wickhams Rd               | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High. Grassy Woodland EVC175(E), Herb-rich Foothill Forest/Shrubby Foothill Forest Complex EVC178(V), Lowland Forest EVC16(D).                                                                                                                                                                                                                                             |
| VPO2 (65)  | Division Road             | U                                       | Y                         | Y                               | Roadside Committee Conservation Value= Very High and High. Grassy Woodland EVC175(E), Lowland Forest EVC16(D).                                                                                                                                                                                                                                                                                                         |
| VPO2 (66)  | Rowlands Rd               | U                                       | Y                         | Y                               | Roadside Committee Conservation Value= Very High and High. Grassy Woodland EVC175(E). Provides a linkage to Muroon Bushland Reserve.                                                                                                                                                                                                                                                                                   |
| VPO2 (67)  | Creamery Road             | U                                       | Y                         | Y                               | Roadside Committee Conservation Value= Very High and High. Grassy Woodland EVC175(E). Provides a linkage to Muroon Bushland Reserve.                                                                                                                                                                                                                                                                                   |
| VPO2 (68)  | Pennyroyal - Wymboolie Rd | Y                                       | Y                         | Y                               | Roadside Committee Conservation Value= High. Brookers Gum ( <i>Eucalyptus brookeriana</i> )(r) and Yarra Gum ( <i>Eucalyptus yarraensis</i> )(r) are present. Mature Eucalypt woodland, with an understorey (of varied heights) consisting of Acacias, Tea-tree and Grass-trees. Ground species are diverse, including a number of rush and sedge species. Weed infestation is high in places. Lowland Forest EVC16(D) |
| VPO2 (69)  | Bushs Rd                  | U                                       | Y                         | Y                               | Roadside Committee Conservation Value= High. Grassy Woodland EVC175(E), Lowland Forest EVC16(D).                                                                                                                                                                                                                                                                                                                       |
| VPO2 (70)  | Barholm Lane              | U                                       | Y                         | Y                               | Roadside Committee Conservation Value= Very High. Grassy Woodland EVC175(E).                                                                                                                                                                                                                                                                                                                                           |



COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                                   | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                                                                                                   |
|------------|--------------------------------------------|-----------------------------------------|---------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (71)  | Robillards Rd                              | U                                       | Y                         | Y                               | Roadside Committee Conservation Value= High. Lowland Forest EVC16(D).                                                                                      |
| VPO2 (72)  | Crabbe Rd                                  | U                                       | Y                         | Y                               | Roadside Committee Conservation Value=Very High. Damp Sands Herb-rich Woodland EVC3(V).                                                                    |
| VPO2 (73)  | Salt Creek Road                            | U                                       | Y                         | Y                               | Roadside Committee Conservation Value= Very High. Grassy Woodland EVC175(E).                                                                               |
| VPO2 (74)  | Boundary Road                              | U                                       |                           | Y                               | Roadside Committee Conservation Value= High. Lowland Forest EVC16(D).                                                                                      |
| VPO2 (75)  | Pipeline Road (aka Porcupine Lane)         | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High. Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Herb-rich Foothill EVC23(V), ForestEVC23(V)         |
| VPO2 (76)  | Unnamed Road (West off Colac-Forrest Road) | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High. Herbrich Foothill Forest/Shrubby Foothill Forest EVC178(V)                                                    |
| VPO2 (77)  | McGalls Road                               | U                                       | U                         | Y                               | Roadside Committee Conservation Value=Very High. Damp Sands Herb-rich Woodland EVC3(V).                                                                    |
| VPO 21(78) | Bingami Road                               | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High and High. Damp Sands Herb-rich Woodland EVC3(V), Lowland Forest EVC16(D).                                 |
| VPO2 (79)  | Possum Ridge Road                          | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High. Lowland Forest EVC16(D).                                                                                 |
| VPO2 (80)  | Birregurra-Yeodene Road                    | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High and Medium. Part of a series of roadside vegetation linkages. Damp Sands Herb-rich Woodland EVC3(V),      |
| VPO2 (81)  | Oakleys Road                               | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High. Herb-rich Foothill Forest EVC23 (V). Forms part of a series of roadsides providing link to Otway Forest Park. |
| VPO2 (82)  | Arnolds Road                               | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High. Herb-rich Foothill Forest EVC23 (V). Forms part of a series of roadsides providing link to Otway Forest Park. |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                                           | Rare or threatened species/communities | Remnant native grasslands | High biodiversity values/links | Comments                                                                                                                                                                                               |
|------------|----------------------------------------------------|----------------------------------------|---------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (83)  | UNNAMED (off Springs Rd)                           | U                                      | Y                         | U                              | This is a significant site due to the presence of Kangaroo grass ( <i>Themeda triandra</i> ) on the basalt plains.                                                                                     |
| VPO2 (84)  | Friends & Yeo- Yeodene Road                        | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Medium. Herb-rich Foothill Forest EVC23 (V). Damp Sands Herb-rich Woodland EVC3 (V). Woodland bird habitat.                                                     |
| VPO2 (85)  | Springs Road                                       | U                                      | Y                         | Y                              | Roadside Committee Conservation Value= Medium. Herb-rich Foothill Forest EVC23 (V). This is a significant site due to the presence of Kangaroo grass ( <i>Themeda triandra</i> ) on the basalt plains. |
| VPO2 (86)  | Jaspers Road (aka Campiglis Road)                  | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Shrubby Foothill Forest EVC45 (LC).                                                                                                                  |
| VPO2 (87)  | Maxwell Road                                       | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Herb-rich Foothill Forest EVC23 (V).                                                                                                                 |
| VPO2 (88)  | McDonald Road                                      | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Herb-rich Foothill Forest EVC23 (V), Shrubby Foothill Forest EVC45 (LC).                                                                             |
| VPO2 (89)  | Railway Access Road (aka Coliac- Lavers Hill Road) | U                                      | U                         | Y                              | Roadside Committee Conservation Value= High. Herb-rich Foothill Forest EVC23 (V).                                                                                                                      |
| VPO2 (90)  | McDonald's Road                                    | U                                      | U                         | Y                              | Roadside Committee Conservation Value= High. Herb-rich Foothill Forest EVC23 (V).                                                                                                                      |
| VPO2 (91)  | Kents Access                                       | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Medium. Creates a linkage to Great Otway National Park. Herb-rich Foothill Forest EVC23 (V), Shrubby Foothill Forest EVC45 (LC), Lowland Forest EV16 (D).       |
| VPO2 (92)  | Old Beech Forest Road (aka Robinson Road)          | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Links between Otway Forest Park and Great Otway National Park. Shrubby Foothill Forest EVC45 (LC).                                                   |
| VPO2 (93)  | Parke's Lodge Road                                 | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Adjacent to Great Otway National Park. Shrubby Foothill Forest EVC45 (LC).                                                                           |
| VPO2 (94)  | Maggios Road                                       | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Links to Otway Forest Park. Shrubby Foothill Forest EVC45 (LC).                                                                                      |
| VPO2 (95)  | Belsar Road                                        | U                                      | U                         | Y                              | Roadside Committee Conservation Value= Very High. Links to Otway Forest Park. Shrubby Foothill Forest EVC45 (LC).                                                                                      |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                      | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                                                                                                                                                                                                                                        |
|------------|-------------------------------|-----------------------------------------|---------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (96)  | Burtons Lane                  | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High. Links to Otway Forest Park. Shrubby Foothill Forest EVC45(LC).                                                                                                                                                                                |
| VPO2 (97)  | Hoveys Road, Barongarook West | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High. Links to Otway Forest Park. Shrubby Foothill Forest EVC45(LC).                                                                                                                                                                                |
| VPO2 (98)  | Alford Road                   | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High and High. Links to Otway Forest Park. Herb-rich Foothill Forest EVC23(V), Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D)                                                                                                             |
| VPO2 (99)  | Barongarook- Gerangamete Road | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High. Herb-rich Foothill Forest EVC23(V).                                                                                                                                                                                                                |
| VPO2 (100) | Colac - Lavers Hill Rd        | U                                       | U                         | Y                               | Shrubby Foothill Forest EVC45(LC). Part of a series of roadside corridors linking to Otway Forest Park.                                                                                                                                                                                         |
| VPO2 (101) | Shorts Road                   | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High. Herb-rich Foothill Forest EVC23(V), Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Lowland Forest EVC16(D).                                                                                                                             |
| VPO2 (102) | Langdons Road                 | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High. Lowland Forest EVC16(D). Adjacent to Otway Forest Park.                                                                                                                                                                                       |
| VPO2 (103) | South Laipent Road            | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High and Medium. Lowland Forest EVC16(D), Herb-rich Foothill Forest EVC23(V). Forms part of linkage to Otway Forest Park.                                                                                                                                |
| VPO2 (104) | Shurvell's Road               | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Medium. and Medium. Herb-rich Foothill Forest EVC23(V). Understorey modified by weed infestation however good overstorey coverage and contains hollow bearing trees. Forms a wildlife corridor. Good overstorey coverage. Contains hollow bearing trees. |
| VPO2 (105) | Baileys Road                  | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High and Medium. Lowland Forest EVC16(D), Herb-rich Foothill Forest EVC23(V). Forms a linkage between Irrewillipe Bushland Reserve and Otway Forest Park.                                                                                                |
| VPO2 (106) | Carlisle Rd                   | U                                       | U                         | Y                               | Lowland Forest EVC16(D), Herb-rich Foothill Forest EVC23(V). Wildlife corridor between Otway Forest Park and roadside reserve network.                                                                                                                                                          |
| VPO2 (107) | Flannagans Road               | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High and Medium. Lowland Forest EVC16(D).                                                                                                                                                                                                                |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                              | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------|---------------------------------------|-----------------------------------------|---------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VPO2 (108) | Irewillipe Road & Old Irewillipe Road | U                                       | U                         | Y                               | Herb-rich Foothill Forest EVC23(V). Wildlife corridor between Otway Forest Park and roadside reserve network.                                                                                                                                                                                                                                                                                                                            |
| VPO2 (109) | Patons Lane                           | U                                       | U                         | Y                               | Herb-rich Foothill Forest EVC23(V). Wildlife corridor between Otway Forest Park and roadside reserve network.                                                                                                                                                                                                                                                                                                                            |
| VPO2 (110) | Rankin Road                           | U                                       | U                         | Y                               | Roadside Committee Conservation Value= High and Medium. Herb-rich Foothill Forest EVC23(V), Shrubby Foothill Forest EVC45(D). Wildlife corridor between Otway Forest Park and roadside reserve network.                                                                                                                                                                                                                                  |
| VPO2 (111) | Tomahawk Creek Road                   | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High and High. Links to Otway Forest Park. Lowland Forest EVC16(D), Riparian Scrub/Swampy Riparian Woodland Complex EVC17(D), Damp Heathy Woodland EVC793.                                                                                                                                                                                                                                   |
| VPO2 (112) | Knights Road                          | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High Herb-rich Foothill Forest EVC23(V).                                                                                                                                                                                                                                                                                                                                                     |
| VPO2 (113) | Cheynes Road                          | U                                       | U                         | Y                               | Roadside Committee Conservation Value= Very High. Links to Jancourt Nature Conservations Reserve. Shrubby Foothill Forest EVC45(D).                                                                                                                                                                                                                                                                                                      |
| VPO2 (114) | Beeac-Dreeite Road                    | U                                       | U                         | U                               | Roadside Committee Conservation Value= Very High. Stony Knoll Shrubland EVC649(E). Significant to Striped Legless Lizard habitat (refer to ESO4(Corangamite Waterskink, Spiny Peppercreep-Beeac Dreeite Road).                                                                                                                                                                                                                           |
| VPO2 (115) | Woods Lane                            | Y                                       | Y                         | Y                               | Button Immortelle ( <i>Leptorhynchus waiziana</i> ) (V), Brackish Plains Buttercup ( <i>Ranunculus dimidiatus</i> ) (r), Spiny Peppercreep ( <i>Lepidium aschersonii</i> ) (L, e, V), Basalt Peppercreep ( <i>Lepidium hyssopifolium</i> ).                                                                                                                                                                                              |
| VPO2 (116) | Poorneet Station Road North           | Y                                       | Y                         | Y                               | Roadside Committee Conservation Value= Very High. Striped Legless Lizard ( <i>Delma impar</i> ) (L, yu, EN) trapped and released, Fat-tailed Dunnart ( <i>Sminthopsis crassicaudata</i> ) (nt) observed. Plains Grassland EVC132 (E).                                                                                                                                                                                                    |
| VPO2 (117) | Cressy-Sheffield Road                 | Y                                       | Y                         | Y                               | Roadside Committee Conservation Value= Very High and High. Spiny Rice-flower ( <i>Pimelea spinescens</i> subsp. <i>spinescens</i> ) (V, CE), Small Milkwort ( <i>Cornesperma polygaloides</i> ) (L, y), Hairy Tails ( <i>Ptilotus erubescens</i> ) (L), Basalt Sun-orchid ( <i>Thelymitra gregaria</i> ) (L, e), Fat-tailed Dunnart ( <i>Sminthopsis crassicaudata</i> ) (nt) trapped and released on site. Plains Grassland EVC132 (E). |

COLAC OTWAY PLANNING SCHEME

| Shire Ref. | Location                                             | Rare or threatened species/ communities | Remnant native grasslands | High biodiversity values/ links | Comments                                                                             |
|------------|------------------------------------------------------|-----------------------------------------|---------------------------|---------------------------------|--------------------------------------------------------------------------------------|
| VPO2 (118) | Poorneet Station Road                                | U                                       | U                         | U                               | Roadside Committee Conservation Value= Medium. Plains Grassland EVC132 (E).          |
| VPO2 (119) | Barpinba-Poorneet Road                               | U                                       | U                         | U                               | Roadside Committee Conservation Value= Medium. Plains Grassland EVC132 (E).          |
| VPO2 (120) | Barpinba-Winchelsea Road                             | U                                       | U                         | U                               | Roadside Committee Conservation Value= Very High. Brackish Lake Aggregate EVC636(V). |
| VPO2 (121) | Unnamed Road (between Mooreric Road and Prices Lane) | U                                       | Y                         | U                               | Roadside Committee Conservation Value= Very High. Plains Grassland EVC132 (E).       |
| VPO2 (122) | Coradji Road                                         | U                                       | U                         | U                               | Significant vegetation                                                               |
| VPO2 (123) | Carlisle Rd                                          | U                                       | U                         | Y                               | Lowland Forest EVC16(D), Heathy Woodland EVC48(LC).                                  |

Y - Yes  
N - No  
U - Unknown

**EVC-** Name (number)(bioregional conservation status)

Threatened Flora Status - (FFG, EPBC, DSE, Migratory Bird)

### Conservation Status Abbreviations

| EPBC                     |                       | DSE         |              | DSE         |                       | FFG |                    | International Treaty     |       |
|--------------------------|-----------------------|-------------|--------------|-------------|-----------------------|-----|--------------------|--------------------------|-------|
| National Flora and Fauna |                       | State Flora |              | State Fauna |                       | FFG |                    | Migratory Bird Agreement |       |
| EX                       | extinct               | ex          | extinct      | cr          | Critically endangered | L   | Listed             | J                        | JAMBA |
| CR                       | critically endangered | e           | endangered   | e           | Endangered            | N   | Nominated          | C                        | CAMBA |
| EN                       | endangered            | v           | vulnerable   | v           | Vulnerable            | I   | Invalid/Ineligible |                          |       |
| VU                       | vulnerable            | r           | rare         | nt          | Near threatened       |     |                    |                          |       |
|                          |                       | k           | poorly known | dd          | Data deficient        |     |                    |                          |       |

COLAC OTWAY PLANNING SCHEME

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C69

**SCHEDULE TO CLAUSE 61.03**

**Maps comprising part of this scheme:**

- 1, 1ESO1, 1ESO2, 1ESO4, 1HO, 1LSIO-FO, 1SLO, 1VPO2
- 2, 2ESO1, 2ESO2, 2ESO3, 2ESO4, 2HO, 2LSIO-FO, 2SLO, 2VPO2
- 3, 3ESO2, 3ESO4, 3HO, 3LSIO-FO,
- 4, 4ESO4, 4HO, 4LSIO-FO, 4VPO2, 4ESO2
- 5, 5DDO, 5DPO, 5ESO1, 5ESO2, 5ESO4, 5HO, 5LSIO-FO, 5PAO, ~~5VPO1~~, 5VPO2
- 6, 6ESO1, 6HO, 6LSIO-FO, 6PAO, ~~6VPO1~~, 6ESO2, 6ESO4
- 7, 7ESO1, 7HO
- 8, 8ESO1, 8HO, 8SLO, 8ESO2, 8ESO4
- 9, 9AEO, 9DDO, 9DPO, 9EMO, 9ESO1, 9ESO2, 9ESO4, 9ESO6, 9HO, 9LSIO-FO, 9PAO, 9SLO1, 9VPO2, 9WMO
- 10, 10ESO1, 10ESO2, ~~10ESO4~~, 10HO, 10LSIO-FO
- 11, 11DDO, 11DPO, 11EMO, 11ESO1, 11ESO2, 11HO, 11LSIO-FO, 11PAO, 11SLO1, ~~11VPO1~~, 11WMO
- 12, 12EMO, 12ESO4, 12HO, 12LSIO-FO, 12PAO, 12VPO2, 12WMO, 12ESO2
- 13, 13HO, 13EMO, 13ESO3, 13LSIO-FO, 13ESO2
- 14, 14ESO4, 14EMO, 14HO, 14LSIO-FO, 14VPO1, 14VPO2, 14WMO, 14ESO2
- 15, 15EMO, 15ESO2, 15ESO3, 15HO, 15LSIO-FO, 15SLO, 15VPO1, 15VPO2, 15WMO, 15ESO4
- 16, 16DPO, 16EMO, 16ESO2, 16ESO3, 16ESO4, 16HO, 16LSIO-FO, 16PAO, 16VPO1, 16VPO2, 16SLO, 16WMO
- 17, 17EMO, 17HO, 17LSIO-FO, 17WMO, 17ESO2, 17ESO4, 17VPO1, 17VPO2
- 18, 18EMO, 18HO, 18LSIO-FO, 18SLO, 18WMO, 18ESO2, 18VPO1, 18VPO2
- 19, 19EMO, 19ESO2, 19ESO3, 19HO, 19LSIO-FO, 19SLO, 19VPO1, 19VPO2, 19WMO, 19ESO4
- 20, 20EMO, 20ESO2, 20ESO3, 20HO, 20LSIO-FO, 20VPO1, 20WMO, 20ESO4, 20VPO2
- 21, 21EMO, 21ESO2, 21ESO3, 21ESO4, 21ESO5, 21HO, 21LSIO-FO, 21SLO3, 21VPO1, 21VPO2, 21WMO
- 22, 22EMO, 22ESO2, 22ESO3, 22HO, 22SLO3, 22VPO2, 22WMO, 22ESO4, 22VPO1
- 23, 23DDO, 23EMO, 23ESO2, ~~23ESO4~~, 23HO, 23LSIO-FO, 23SLO, 23NC0, 23WMO, 23VPO1, 23VPO2
- 24, 24DDO, 24EMO, 24ESO2, 24HO, 24LSIO-FO, 24SLO, 24NC0, 24WMO, 24ESO4, 24VPO1
- 25, 25EMO, 25ESO2, 25ESO3, 25ESO4, 25HO, 25LSIO-FO, 25SLO4, 25VPO1, 25VPO2, 25WMO
- 26, 26EMO, 26ESO2, 26ESO3, 26ESO5, 26HO, 26LSIO-FO, 26SLO3, 26SLO4, 26VPO1, 26VPO2, 26WMO, ~~26ESO4~~

COLAC OTWAY PLANNING SCHEME

- × 27, 27AEO, 27DDO5, 27DDO6, 27DDO7, 27DPO, 27EMO, 27ESO2, 27ESO3, 27ESO5, 27HO, 27LSIO-FO, 27PAO, 27SLO3, 27VPO1, 27VPO2, 27WMO, 27ESO4
- 28, 28DDO, 28EMO, 28ESO2, 28LSIO-FO, 28NC0, 28SLO, 28SLO3, 28SLO5, 28VPO2, 28WMO, 28ESO4, 28VPO1
- 29, 29DDO7, 29DPO, 29EMO, 29ESO2, 29HO, 29LSIO-FO, 29PAO, 29SLO3, 29WMO, 29ESO4, 29VPO1
- 30, 30AEO, 30DDO7, 30EMO, 30ESO2, 30LSIO-FO, 30SLO3, 30VPO1, 30WMO, 30ESO4, 30VPO2



COLAC OTWAY PLANNING SCHEME

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**SCHEDULE TO CLAUSE 66.04**

**Referral of permit applications under local provisions**

| Clause                                                 | Kind of application                                                                            | Referral authority                                                                                    |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Clause 4 of<br>Schedule 1 to<br>Clause 42.01<br>(ESO1) | All applications                                                                               | <del>Barwon Region Water Corporation</del><br>Southern Rural Water Corporation                        |
| Clause 4 of<br>Schedule 2 to<br>Clause 42.01<br>(ESO2) | All applications                                                                               | Department of Sustainability and Environment                                                          |
| Clause 4 of<br>Schedule 3 to<br>Clause 42.01<br>(ESO3) | All applications within the Gellibrand or Gellibrand South Catchment<br>All other applications | Wannon Region Water Corporation<br>Barwon Region Water Corporation                                    |
| Clause 5 of<br>Schedule 4 to<br>Clause 42.01<br>(ESO4) | All applications                                                                               | <del>Corangamite Catchment Management Authority</del><br>Department of Sustainability and Environment |
| Clause 3 of<br>Schedule 5 to<br>Clause 42.01<br>(ESO5) | All applications                                                                               | Barwon Region Water Corporation                                                                       |
| Clause 3 of<br>Schedule 6 to<br>Clause 42.01<br>(ESO6) | All applications                                                                               | Barwon Region Water Corporation                                                                       |
| Clause 5 of<br>Schedule 1 to<br>Clause 42.02<br>(VPO1) | All applications                                                                               | Department of Sustainability and Environment                                                          |
| Clause 5 of<br>Schedule 2 to<br>Clause 42.02<br>(VPO2) | All applications                                                                               | Department of Sustainability and Environment                                                          |
| Schedule 2 to<br>Clause 45.02 (AEO)                    | An application for a use listed in Schedule 2                                                  | Airport owner                                                                                         |

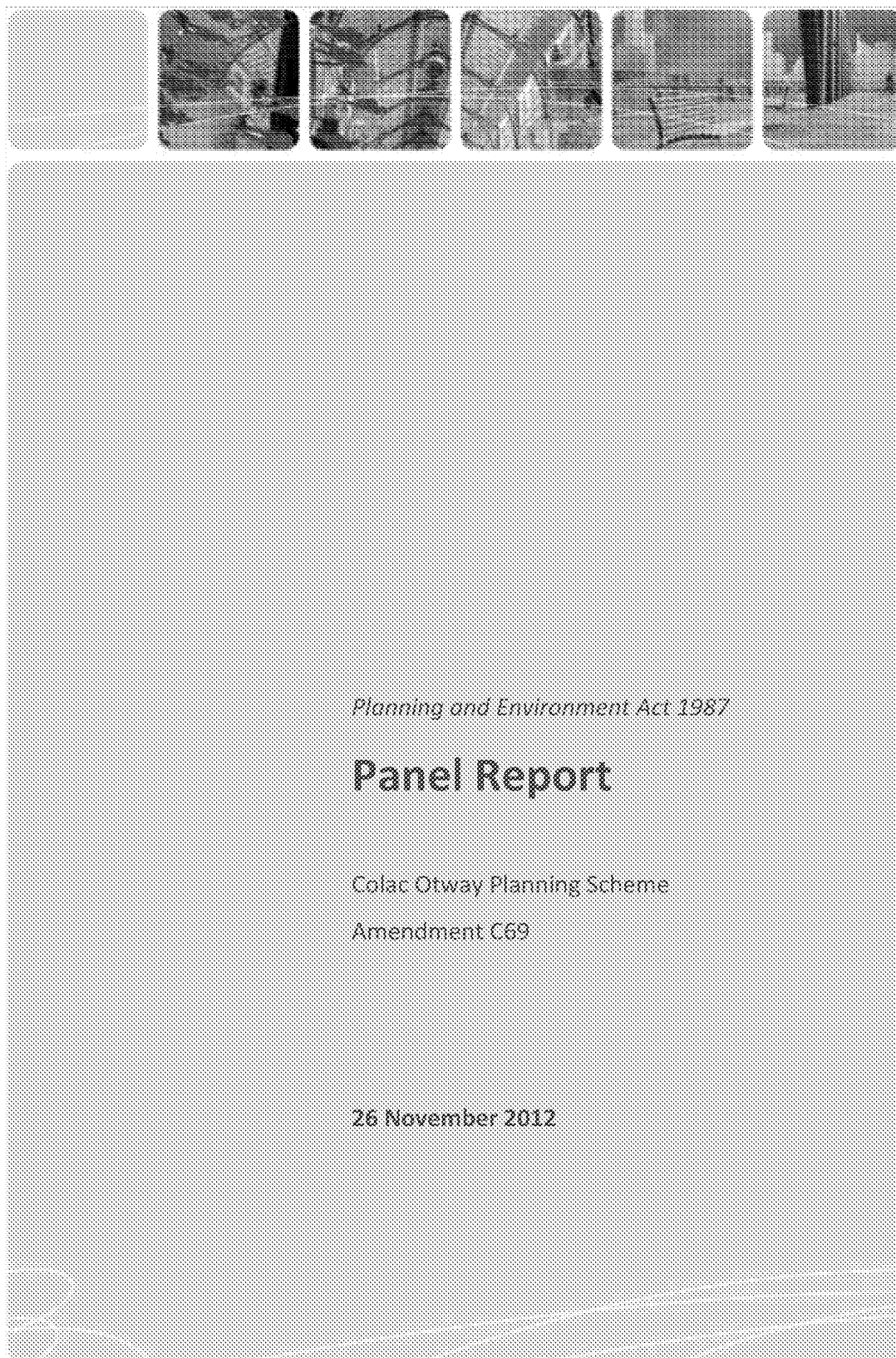
COLAC OTWAY PLANNING SCHEME

//2011  
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**SCHEDULE TO CLAUSE 66.06**

**Notice of permit applications under local provisions**

| Clause                                                               | Kind of application         | Person or body to be notified                                                      |
|----------------------------------------------------------------------|-----------------------------|------------------------------------------------------------------------------------|
| Clause 4 of<br>Schedule 2 to<br>Clause 42.01<br>(ESO2)               | All applications            | Corangamite<br>Catchment<br>Management Authority                                   |
| Clause 4 of<br>Schedule 3 to<br>Clause 42.01<br>(ESO3)               | All applications            | Department of<br>Sustainability and<br>Environment                                 |
| <del>Clause 5 of<br/>Schedule 4 to<br/>Clause 42.01<br/>(ESO4)</del> | <del>All applications</del> | <del>Department of<br/>Sustainability and<br/>Environment</del>                    |
| <del>Clause 5 of<br/>Schedule 2 to<br/>Clause 42.02<br/>(VPO2)</del> | <del>All applications</del> | <del>Department of<br/>Sustainability and<br/>Environment</del>                    |
| Clause 4 of<br>Schedule 3 to<br>Clause 42.03<br>(SLO3)               | All applications            | Department of<br>Sustainability and<br>Environment<br><br>Western Coastal<br>Board |
| Clause 4 of<br>Schedule 4 to<br>Clause 42.03<br>(SLO4)               | All applications            | Department of<br>Sustainability and<br>Environment<br><br>Western Coastal<br>Board |
| Clause 4 of<br>Schedule 5 to<br>Clause 42.03<br>(SLO5)               | All applications            | Department of<br>Sustainability and<br>Environment<br><br>Western Coastal<br>Board |



*Planning and Environment Act 1987*

Panel Report pursuant to Sections 153 and 155 of the Act

Amendment C69 to the Colac Otway Planning Scheme



Cathie McRobert, Chair



Darrel Brewin, Member



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## List of Abbreviations

|                |                                                                                                              |
|----------------|--------------------------------------------------------------------------------------------------------------|
| BMO            | Bushfire Management Overlay                                                                                  |
| CFA            | Country Fire Authority                                                                                       |
| DWMP           | Domestic Wastewater Management Plan                                                                          |
| DPCD           | Department of Planning and Community Development                                                             |
| EMO            | Erosion Management Overlay                                                                                   |
| FZ             | Farming Zone                                                                                                 |
| LDRZ           | Low Density Residential Zone                                                                                 |
| MSS            | Municipal Strategic Statement                                                                                |
| PCRZ           | Public Conservation and Resource Zone                                                                        |
| PUZ            | Public Use Zone                                                                                              |
| RAZ            | Rural Activity Zone                                                                                          |
| RCZ            | Rural Conservation Zone                                                                                      |
| RLZ            | Rural Living Zone                                                                                            |
| RO             | Restructure Overlay                                                                                          |
| The Guidelines | <i>Guidelines for planning permit applications in open, potable water supply catchment areas</i> (DPCD 2009) |
| TZ             | Township Zone                                                                                                |
| WMO            | Wildfire Management Overlay                                                                                  |





## Amendment Summary

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The Amendment</b>        | Amendment C69 to the Colac Otway Planning Scheme.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Purpose of Amendment</b> | To implement the Shire's Rural Living Strategy and the Forrest Structure Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Planning Authority</b>   | Colac Otway Shire.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>The Proponent</b>        | Colac Otway Shire.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Exhibition</b>           | 7 May - 21 June 2012.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Submissions</b>          | <p>In response to exhibition of the Amendment Council received 29 submissions (listed in Appendix A) of which:</p> <ul style="list-style-type: none"> <li>• Six submissions supported the Amendment. The supporting submissions were from the Country Fire Authority (CFA), Barwon Water and the Department of Primary Industries and three private landholders in Kawarren, Lavers Hill and Coragulac.</li> <li>• 22 submissions sought changes to the Amendment. They comprised: <ul style="list-style-type: none"> <li>- One submission relating to land abutting the existing Township Zone (TZ) in Beeac;</li> <li>- Four submissions relating to the Forrest Structure Plan:</li> <li>- One submission concerning the proposed rezoning of land in Gellibrand to TZ;</li> <li>- Three submissions seeking rezoning of land in the Farming Zone (FZ) at Lavers Hill to Rural Living Zone (RLZ);</li> <li>- Four submissions concerning the application of the Restructure Overlay (RO) at Pirron Yallock and Cressy;</li> <li>- One submission supporting rezoning of existing Rural Conservation Zoned (RCZ) land at Johanna to RLZ;</li> <li>- One submission objecting to the subdivision restrictions affecting existing lots at Riches Access, Kawarren;</li> <li>- One submission raising concerns regarding the proposed rezoning of their land in Coragulac to LDRZ;</li> <li>- Three submissions relating to land in the Elliminyt area seeking inclusion into the proposed settlement boundary and rezoning to RLZ or opposing the proposed back-zoning of land Low Density Residential Zone (LDRZ) to FZ;</li> <li>- One submission seeking inclusion of land in the TZ at Beech Forest;</li> <li>- One submitter opposed restrictions on further subdivision in the proposed RLZ at Barongarook;</li> <li>- One late submission objecting to the application of the RO in Cressy: and</li> <li>- Two submissions sought changes to the Municipal Strategic Statement (MSS) Clauses 21.02, 21.03 and 21.05 relating to the role of small towns and tourism growth.</li> </ul> </li> </ul> |

## The Panel Process

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The Panel</b>           | Cathie McRobert, Chair.<br>Darrel Brewin.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Panel Hearings</b>      | Directions Hearing: 27 August 2012 at Colac.<br>Hearing: 9 - 11 October 2012 at Colac.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Appearances</b>         | Colac Otway Shire Council represented by Douglas McNeill, Don Lewis and Gemma Browning.<br>Jeremy MacCreadie represented by Emma Peppler, barrister, who called evidence from: <ul style="list-style-type: none"> <li>Town Planning: Sam D'Amico of Ratio Consultants Pty Ltd; and</li> <li>Agriculture: Ray Phillips of Phillips Agribusiness.</li> </ul> Stephen Hart.<br>Julie Smith represented by Katy Bright.<br>J & G Evans.<br>Paul Lamont represented by Shelley Fanning of Great Ocean Road Coastal Planning.<br>John Wright<br>Ros Mainland and Bruce Upson.<br>Ed Hore.<br>D & J Demasi, D & H Osborne, P & J Fenton, R & C McNamara represented by Andrew Clarke of Matrix Planning Australia P/L.<br>Australian Property Partnership represented by Anthony Stafford.<br>John Frizon representing Beverly Frizon.<br>Sharon Bradshaw.<br>Kevin Watts represented by Matthew Scott of Clarke & Barwood Lawyers.<br>Armistead Saw Mills P/L represented by Michael Barlow of Urbis.<br>Lindsay Riches.<br>C L Kuek, Xian & Guang Yun Meng, Min Wang, represented by Stephen Branwhite (Elizabeth Stone, who also has an interest in the land appeared with Mr Branwhite at the Hearing). |
| <b>Site Inspections</b>    | 8 - 10 October 2012.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Date of this Report</b> | 26 November 2012.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



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## **Overall Conclusions and Consolidated Recommendations**

### **Overall Conclusions**

The Rural Living Strategy and Amendment C69 build on and complement earlier strategic planning work relating to rural areas, coastal areas and larger settlements in the Shire. The Panel considers that the comprehensive analysis underpinning the Rural Living Strategy responded to relevant policy and recognised the significance of constraints associated with bushfire hazard, the protection of water quality in Special Water Supply Catchments, and the maintenance of the productivity in farmland generally and farmland of strategic significance in particular. It also took into account the limited infrastructure basis for growth in rural clusters and many smaller settlements.

The result is that the Rural Living Strategy adopted a conservative approach to identifying areas where rural residential uses should be accommodated. On the whole, opportunities for rural living are to be directed to Colac-Elliminyt, with some scope for growth in less environmentally constrained small settlements and limited infill opportunities in clusters of rural residential development where that land use function is established in the precinct. The Panel considers the outcome is an appropriate balance between competing planning policy and objectives.

The Panel acknowledges submissions seeking to advance long standing residential development proposals in the north of Forrest and more recent tourism related proposals in Gellibrand. However, in areas where a level of growth would be supported except for concerns relating to fire hazard and potential impacts on potable water supply quality, the Panel endorses the proposed approach of deferring support for additional development until the proposed further investigations demonstrate that these issues can be addressed adequately; we consider this is a sound planning approach. The Panel also considers that the proposed review of the Colac Structure plan should specifically address whether:

- Land to the east of Forest Street, between Woodrowvale and Barrys Roads, Colac should be identified for rural residential development; and
- Land in Christies Road, Elliminyt should remain in the LDRZ.

In Chapter 5 the Panel has also suggested various changes to improve the drafting of the Amendment.

---

## Consolidated Recommendations

Based on the reasons set out in this Report, the Panel recommends that Amendment C69 to the Colac Otway Planning Scheme should be adopted as exhibited subject to the following recommendations:

### Changes to the Exhibited MSS

#### 1. In Clause 21.03-7 Forrest:

- Include an additional strategy to the following effect:

*Support tourism related use and development within the town boundary taking into account the need to respond to bushfire risks and environmental values and to protect the amenity of nearby residential uses.*

- Revise the Structure Plan annotation 4 to read 'Old Timber Mill redevelopment opportunities for accommodation /commercial/ industry – no decision made on use or zoning.'

#### 2. In Clause 21.03-8 Smaller Townships integrate two strategies to improve clarity and potential conflict in meaning as follows:

~~*Investigate potential for expansion of Gellibrand and Beech Forest subject to further strategic assessment having regard to bushfire risk and effluent management.*~~

*Generally-Restrict the expansion of communities in potable water supply areas and areas subject to or at risk of landslip, high fire risk and flooding. The potential for expansion of Gellibrand and Beech Forest will be investigated having regard to bushfire risk and effluent management.*

#### 3. Revise Clause 21.06 Undertaking Further Strategic Work to the following effect:

- *Prepare a Master plan for Beeac. The work should include:*
  - *A Township Effluent Management Plan to determine capacity for infill development and future growth.*
  - *Evaluation of development options immediately to the east and north-west of the existing township zone.*
- *Prepare a Master plan for Gellibrand. The work should include:*
  - *A Township Effluent Management Plan to determine capacity for infill development and future growth.*
  - *Evaluation of development options in the vicinity of Gellibrand-Carlisle Road and along the northern approach to the Gellibrand.*

---

4. Change Clause 21.05-4 Tourism objectives as follows:

To encourage economic development in towns in the Otway Ranges through tourism uses and development which acknowledge and respond to environmental constraints and protect landscape values.

~~To encourage the growth of tourism related land uses and development within Forrest.~~

5. Review MSS provisions to:

- Avoid conflicting statements when discussing opportunities for growth and environmental constraints on growth.
- Address drafting issues raised by the Panel in Chapter 5 of this report.

Changes to Exhibited Rezoning

6. Rezone 2-6 Frizon Street, Forrest (the Frizon property) to Township Zone, rather than the exhibited Rural Living Zone.
7. Subject to the preparation of a Domestic Wastewater Management Plan, rezone 19 Lavers Hill - Cobden Road, Lavers Hill (the Smith property) from Farming Zone to Rural Living Zone and consider the merits of including the adjoining land at 4 College Drive in that rezoning.
8. Reduce the extent of the exhibited Low Density Residential Zone applied to 800 Corangamite Lake Road, Coragulac (the Hore property) to apply along the road frontage but terminating to west of the existing dwelling and retain the balance of the site in the Farming Zone.

The Incorporated Restructure Plan Document

9. Revise the Incorporated Restructure Plan Document as proposed by Council with the following further changes:

Under Strategic Basis:

~~The Restructure Overlay is not intended to imply that a planning permit for a dwelling would be supported on any land affected by the overlay or this Restructure Plan. Any planning permit application would still be required to demonstrate that it is legitimately required to support agricultural use of the land as required by State and local policies in the planning Scheme and the requirements of the Farming Zone. The key purpose of the Plan is not to indicate that a planning permit would be supported on each of the areas indicated in the Plan, rather to prevent the development of more than one dwelling on tenements that existed at the time the Plan was prepared assuming one was existing, or approved by a planning permit.~~

---

Under Requirements:

*An application for a permit for a dwelling approval must demonstrate that the requirements of the Farming Zone, applicable overlays, and relevant local and State planning policies ~~have been~~ are satisfied (After the exhibited 2<sup>nd</sup> paragraph).*

*~~Nothing-It should not be inferred in that this pPlan about~~ indicates that support any planning permit application being supported on any land affected by this Plan will be supported – the merits of applications will be assessed under the relevant planning scheme provisions ~~based on their merits.~~*

Other

10. Review the suitability of the land to the east of Forest Street, between Woodrowvale and Barrys Roads, Colac for Rural Living as part of a reassessment of the demand and preferred locations for such development around Colac and as part of the preparation of a Structure Plan for Elliminyt
11. Council give further consideration to the merits of providing separate titles for the existing houses at 2 Forans Road, Barongarook and the most appropriate mechanism to advance the subdivision proposal.

---

# **1 Introduction**

## **1.1 What is Proposed?**

### **Details of the Exhibited Amendment**

Amendment C69 to the Colac Otway Planning Scheme, as exhibited, proposes to:

- Implement the Rural Living Strategy by:
  - Making various changes to MSS Clauses 21.02 Vision, 21.03 Settlement, 21.05 Economic Development, 21.06 General Implementation and 21.07 Reference Documents.
  - Applying the LDRZ to land at Corangamite Lake Road and Ryans Lane, Coragulac.
  - Applying the TZ to land at Alvie, Barwon Downs, Carlisle River, Coragulac, Gellibrand, Lavers Hill and Warrion.
  - Applying the RLZ and minimum subdivision requirements to areas in Barongarook, Barongarook West, east of Birregurra, Cororooke, Irrewarra, Kawarren and Warncoort.
  - Applying the FZ to land currently in the LDRZ at 70-90 Christies Road, Elliminyt.
  - Applying the PUZ to land at Gellibrand and Lavers Hill.
  - Applying the PCRZ to land at Gellibrand.
  - Applying the RO and associated Schedule 1 to land at Cressy, Gerangamete, Pirron Yallock and Irrewillipe. It is proposed to incorporate the associated document *'Restructure Plans for Old and Inappropriate Subdivisions in the Colac Otway Shire'* (2012) and amend the Clause 81.01 accordingly.
- Implement the Forrest Structure Plan by:
  - Making various changes to MSS Clauses 21.03 Settlement, 21.05 Economic Development, 21.06 General Implementation and 21.07 Reference Documents.
  - Rezoning the following land in Forrest from the FZ to:
    - TZ: 3025 Colac-Forrest Road 35, 45, 55 and 59 Turner Road, 1- 5 Hennigan Crescent.
    - RLZ: 2-6, 10, 14 and 18 Frizon Road, 65, 69, 73, and 79 - 101 Grant Street.
    - Rural Activity Zone (RAZ): 2317 Birregurra-Forrest Road, Forrest.
    - PUZ: 10 - 12 Grant Street, 1 Rivendell Lane.
    - PCRZ: 5 Rivendell Lane.

### **Post-Exhibition Changes Supported by Council**

After considering submissions, Council supported changes to the exhibited MSS to minimise duplication and avoid conflicting statements when discussing opportunities for or environmental constraints on growth.

The Panel directed that post-exhibition changes that Council intended to support at the Panel Hearing should be provided to Planning Panels Victoria and placed on Council's website in advance of the Hearing. The proposed changes and the reasons Council gave for the changes are detailed below.

---

The following changes were made to Clause 21.03- 8 strategies to integrate two strategies to improve clarity and any potential conflict in meaning:

~~*Investigate potential for expansion of Gellibrand and Beech Forest subject to further strategic assessment having regard to bushfire risk and effluent management.*~~

*Generally ~~restrict~~ the expansion of communities in potable water supply areas and areas subject to or at risk of landslip, high fire risk and flooding. The potential for expansion of Gellibrand and Beech Forest will be investigated having regard to bushfire risk and effluent management.*

The following objective was added to Clause 21.05-4 Tourism to capture the intent of the strategy to be deleted and broaden the support for tourism to all townships in the Otway Ranges:

*To encourage growth of tourism related land uses and development in towns in the Otway Ranges that contributes to their economic development, acknowledges and responds to environmental constraints and protects broader landscapes within which these towns are located.*

~~*To encourage the growth of tourism related land uses and development within Forrest.*~~

The Panel endorses these changes, with some editing, as improvements to the exhibited provisions.

## **1.1 Planning Context**

### **1.1.1 Policy framework**

Many planning policies are in some way applicable to the consideration the Amendment. Council's submission set out the details of the relevant policies and other submitters did not take issue with what was put forward in this regard. The most directly relevant policies are summarised below.

#### **State Planning Policy**

State planning policy of particular relevance to Amendment C69 includes:

- Clause 11 Planning for settlement includes objectives and strategies which indicate:
  - Support for: diversity of choice; economic viability; prevention of pollution, and the protection of environmentally sensitive areas and natural resources.
  - Planning is to prevent the siting of incompatible land uses close together.
  - Projected population growth over at least a 15 year period should be accommodated, on a municipal basis rather than a town-by-town basis, and clear direction on where growth should occur. Growth should be directed to existing settlements where utility, transport, commercial and social infrastructure and services are available or can be provided in the most efficient and sustainable manner. Low-density rural residential development that would compromise future urban development should be restricted.

- 
- Strategies to promote agriculture and rural production, which include:
    - Limit new housing development in rural areas, including:*
      - *Directing housing growth into existing settlements.*
      - *Discouraging development of isolated small lots in the rural zones from use for single dwellings, rural living or other incompatible uses.*
      - *Encouraging consolidation of existing isolated small lots in rural zones.*
      - *Restructure old and inappropriate subdivisions.*
  - Risk to life, property, the natural environment and community infrastructure from natural hazards, such as bushfire and flooding should be minimised.
  - In coastal areas, areas between settlements for non-urban use should be protected; development on ridgelines, primary coastal dune systems and low lying coastal areas should be avoided; and the restructure of old and inappropriate subdivisions to reduce development impacts on the environment is encouraged.
  - Clause 12 Environmental and Landscape Values seeks to: ensure biodiversity is protected and conserved; recognise and enhance the value of the coastal areas; ensure sensitive siting and design of development that respects the character of coastal settlements and the Great Ocean Road region.
  - Clause 13 Environmental Risks indicates planning should adopt best practice environmental management and risk management, including fire and flood risk, to avoid or minimise environmental degradation and hazards.
  - Clause 14 Natural Resource Management promotes the conservation and wise use of natural resources to support both environmental quality and sustainable development. Policy of particular relevance to the Rural Living Strategy includes:
    - *'protect productive farmland which is of strategic significance in the local or regional context.'* ( Clause 14.1-1)
    - The strategy to *'protect water catchments and water supply facilities to ensure the continued availability of clean, high-quality drinking water'* by (Clause 14.02-1)
    - Policy to protect water quality by:
      - Minimising the discharge of contaminated runoff or wastes to groundwater resources, rivers, streams, wetlands, estuaries and marine environments.
      - Preventing the establishment of incompatible land uses in aquifer recharge areas and in potable water catchments.
    - Policy requires that *'Planning must consider as relevant: Guidelines for planning permit applications in open, potable water supply catchment areas (Department of Planning and Community Development, 2009).'* These guidelines state, amongst other things, that dwelling density should be no greater than one per 40 hectares in Special Water Supply Catchments. In November 2012 (after the Panel Hearing) the Minister for Water issued new Guidelines<sup>1</sup>.  
(Clause 19.03-2 also seeks to ensure water quality in water supply catchments is protected from possible contamination and that lots created by the subdivision are

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<sup>1</sup> The *Guidelines for planning permit applications in open, potable water supply catchment areas* (Sustainability and Environment, November 2012) are not referred to in Clause 14.1-1 of the State Planning Policy Framework.

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capable of adequately treating and retaining all domestic wastewater within the boundaries of each lot.)

- Clause 16.02-1 Rural Residential strategies are:

*Manage development in rural areas to protect agriculture and avoid inappropriate rural residential development.*

*Reduce the proportion of new housing development provided in rural areas and encourage the consolidation in existing settlements where investment in physical and community infrastructure and services has already been made.*

*Demonstrate need and identify locations for rural residential development through a housing and settlement strategy.*

*Ensure planning for rural living avoids or significantly reduces adverse economic, social and environmental impacts by:*

- *Maintaining the long-term sustainable use and management of existing natural resource attributes in activities including agricultural production, water, mineral and energy resources.*
- *Protecting existing landscape values and environmental qualities.....*
- *Minimising or avoiding property servicing costs....*
- *Discouraging development of isolated small lots in rural zones from use for rural living or other incompatible uses.*
- *Encouraging consolidation of existing isolated small lots in rural zones.*
- *.....*

*Ensure land is not zoned for rural living or rural residential development if it will encroach on high quality productive agricultural land or adversely impact on waterways or other natural resources.*

*Ensure land is only zoned for rural living or rural residential development where it:*

- *Is located close to existing towns and urban centres, but not in areas that will be required for fully serviced urban development.*
- *Can be supplied with electricity and water and good quality road access.*

### **Local Planning Policy**

Existing local planning policy<sup>2</sup> relating to settlements and rural living aims to:

- Provide clear distinctions between the role and function of settlements and rural areas and to contain development within clearly defined boundaries of settlements. Greater concentration and consolidation of settlements identified for growth is favoured over

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<sup>2</sup> Clauses 21.02-2 Land Use Vision, 21.03-1 General, 21.03-7 Smaller Townships, 21.03-8 Rural Living and 21.04-8 Landscape Character.



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incremental development beyond settlement boundaries. The management of development on the fringes of townships is to enhance the character of the town's landscape setting.

- Support the economic development of small townships.
- Direct rural living to areas where the agricultural base of the Shire is protected and land use conflicts with farming will be reduced.
- Limit the expansion of communities in areas of high bushfire risk.

Objectives and strategies in Clause 21.05-1 Agriculture are directed at:

- Protecting water supply catchments, major environmental features and significant landscapes from inappropriate land use and development. This includes avoiding adverse impacts from rural residential land uses on water quality in water supply catchments.
- Protecting high quality agricultural land and reducing land use conflicts in farming areas. The MSS identifies agricultural land of strategic significance, particularly in the north-west of the Shire. It strongly discourages discretionary approval of housing in agricultural areas, except where there is a demonstrated need to live on the land to conduct an effective agricultural use.
- Promoting the viability of smaller towns and development which contributes to economic and social well-being of towns with appropriate levels of infrastructure.

## **1.2 The Rural Living Strategy**

### **The Scope of the Strategy**

The Rural Living Strategy focussed on the 75 settlements, clusters<sup>3</sup> and localities in the Shire, including the candidate areas for rural living identified in the Rural Land Strategy 2007. However, the Strategy did not consider dispersed housing in the FZ or towns where Structure Plans had recently been completed or were underway<sup>4</sup>.

### **Rural Living Strategy Consultation**

The development of the Rural Living Strategy drew on input and submissions from:

- Public workshops held in November 2009 (Cororooke, Lavers Hill, Birregurra and Forrest) that informed the preparation of the Draft Context<sup>5</sup>; and
- Exhibition of the Draft Rural Living Strategy (7 February - 4 April 2011), which was supported by drop-in sessions held at Cororooke, Lavers Hill, Colac and Gellibrand.<sup>6</sup>

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<sup>3</sup> Eight rural areas are identified as 'clusters' created as a result of historical ad hoc subdivision approvals. They are: Barongarook–Bushbys Road, Barongarook–Robinson Road, Barongarook–Everett Crescent, Birregurra–Cape Otway Road, Cororook–Langdons Lane, Kwarren, Irrewar–Pyles Road, Warncoort.

<sup>4</sup> These settlements include Apollo Bay Wye River, Kennett River, Separation Creek and Skenes Creek.

<sup>5</sup> 44 written submissions were received from this consultation period.

<sup>6</sup> This process resulted in a total of 59 submissions.

---

### **The Rural Living Strategy Analysis and Findings**

The Rural Living Strategy Context Report provided background analysis of factors that influenced the strategic directions adopted in the Rural Living Strategy. It addressed:

- State planning policy;
- Agricultural productivity and tourism;
- Constraints associated with fire risk, geotechnical stability, flooding and salinity; the management of water supply catchments, groundwater, waste water, the protection of biodiversity values, and significant landscapes;
- The implications of climate change;
- The availability of services and community infrastructure; and
- Land supply and demand.

The proposed strategies took account of:

- The hierarchy of settlements, including settlements beyond the study area.
- The capacity of settlements already connected to services to accommodate growth.
- Changing weather patterns which highlight the need to protect quality agricultural land, particularly in the northern part of the Shire.
- The need to curb expectations for approval of dwellings within the FZ and to identify appropriate alternatives, including providing for growth in small towns where possible.
- The need to encourage tourism in and around small towns.
- Analysis of environmental characteristics and constraints which indicated that:
  - Impacts on high quality agricultural land need to be minimised.
  - Growth, particularly at higher density, cannot be accommodated in unsewered settlements where the soils have limited capacity to accommodate septic systems. Requirements for on-site waste water treatment means that the supply of lots for development is more limited than suggested by existing TZ lot numbers.
  - The necessity of protecting water supply catchments, as emphasised by planning policy and enforced by Water Authorities. Gellibrand, Lavers Hill, Beech Forest and Carlisle River are within Special Water Supply Catchment areas. State guidelines<sup>7</sup> specify that where a planning permit is required: the density of dwellings should be no greater than one dwelling per 40 hectares and each lot created in the subdivision should be at least 40 hectares in area. Planning policy requires specific effluent management strategies to support growth in these areas.
  - A precautionary approach to growth of settlements in extreme fire risk areas is required and further detailed assessment of fire risk is necessary to assist in determining growth potential.

The Rural Living Strategy found that, while theoretically there is sufficient land available to meet the demand for rural residential development in the Shire for more than 30 years:

- The large majority of this supply is unlikely to be developable due to environmental and infrastructure constraints.

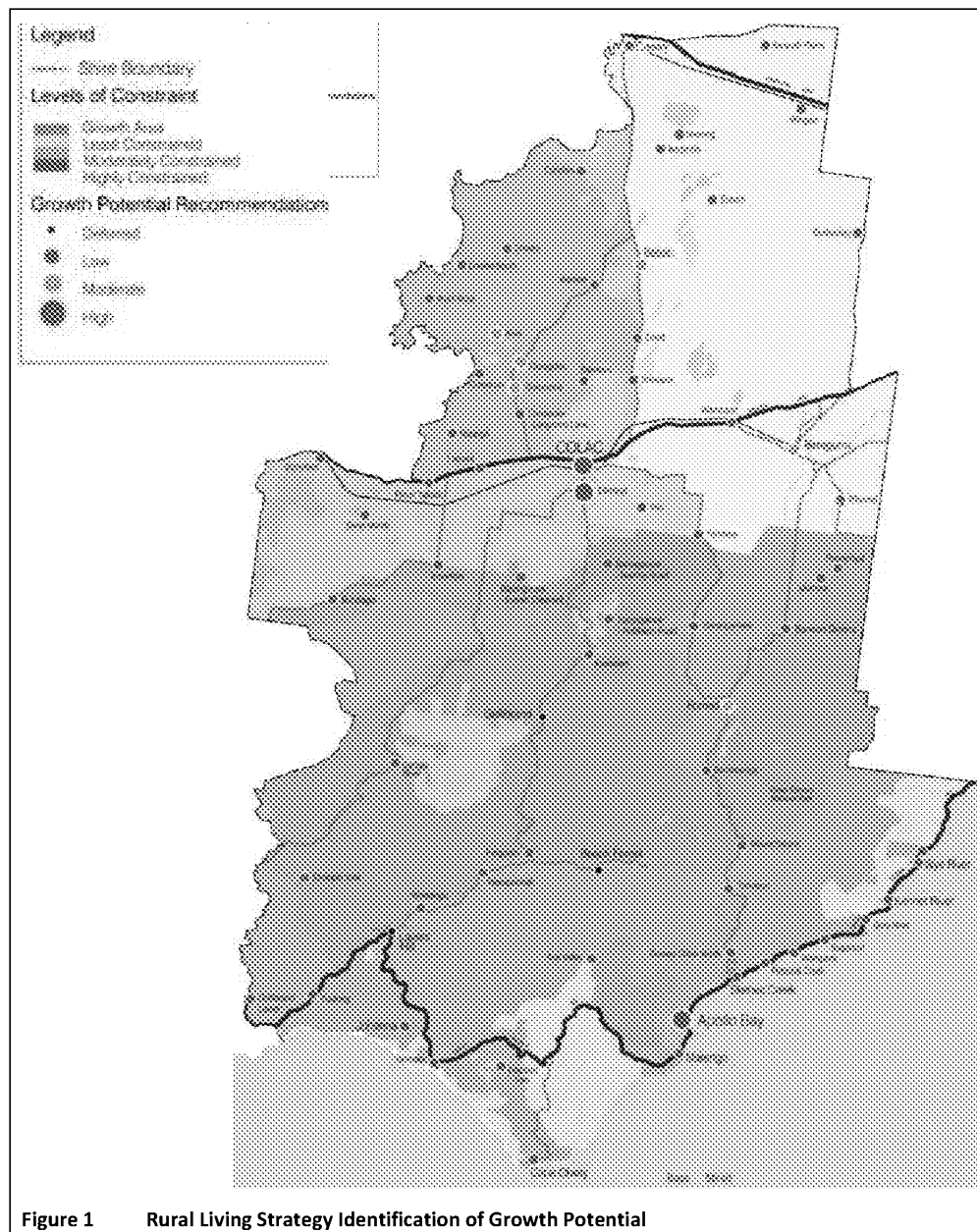
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<sup>7</sup> *Guidelines for planning permit applications in open, potable water supply catchment areas* (Department of Planning and Community Development, 2009). As noted earlier these guidelines were superseded in November 2012.

- 
- The majority of land available for rural residential development comprises fragmented titles between Colac and Elliminyt, with additional opportunities for township and rural residential development in smaller townships such as Alvie, Beeac, Birregurra, Coragulac, Cororooke and Forrest.
  - The supply of land is not necessarily in the higher demand areas along the coast or near the Otways.

The Rural Living Strategy adopted the following framework (see Figure 1):

- **Growth areas:** Colac, and to a lesser extent, Apollo Bay were identified as '*growth areas*' as these towns are the principal places for residential development and they offer the necessary infrastructure and services to support further population growth.
- **Deferred growth potential:** areas identified as having deferred growth potential pending the following further investigation and commitment to town-specific further assessments to be undertaken by Council:
  - An effluent management plan for Gellibrand.
  - Detailed fire risk assessments for Gellibrand, Lavers Hill and Beech Forest, including candidate areas identified in the Rural Land Strategy 2007.
  - 'Small Town' Growth Plans to investigate opportunities for future growth in Alvie, Beeac and Cororooke.
- **Least constrained settlements** in the north-east of the Shire which are not highly constrained by environmental factors and where there is a capacity to accommodate future rural living development or expansion of settlements if required.
- **Moderately constrained settlements** in the north-west of the Shire where the land is identified as '*Farmland of Strategic Significance*' and protection of its high productive capability is a key objective. Some expansion of the TZ for some settlements is envisaged to reflect demand and to facilitate social and economic benefits for those towns, without unacceptable loss of agricultural land.
- **Highly Constrained settlements** in the south of the Shire. This area is impacted by environmental factors such as bushfire risk, soil erosion/land instability, as well as being located in Special Water Supply Catchments. A precautionary approach towards the growth of settlements in these areas was seen as crucial.
- **Rezoning of 'clusters'** was recommended to recognise the established land use pattern and allow infill development of the small number of vacant lots. The '*cluster boundary*' around the area of existing development is intended to prevent future subdivision of and encroachment into adjoining agricultural land. It is not anticipated that additional infrastructure and/or services will be provided to these clusters.



### 1.2.1 Discussion

The Rural Living Strategy builds on and complements earlier strategic planning work (See Chapter 1.3) relating to rural areas generally, coastal areas and larger settlements in the Shire. The Panel is satisfied that the analysis underpinning the Rural Living Strategy comprehensively addressed the Shire's rural areas and smaller settlements. It also responded to relevant policy parameters and recognised the significance of constraints associated with high fire hazard areas, the protection of water quality in Special Water

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Supply Catchments, the maintenance of the productivity in farmland generally and farmland of strategic significance in particular. It also took into account the limited infrastructure basis for growth in rural clusters and many smaller settlements.

The result is that the Rural Living Strategy adopted a conservative approach to identifying areas where rural residential uses should be accommodated. On the whole, opportunities for rural living were to be directed to Colac - Elliminyt, with some scope for growth in less environmentally constrained small settlements and limited infill opportunities in clusters of rural residential development where that land use function of the precinct is established.

Some submissions, such as the Harkin and Hart submission, advocated a more liberal approach to the provision of rural lifestyle housing opportunities. However, the Panel supports the recommendations of the Rural Living Strategy, which are translated to Amendment C69, as striking an appropriate balance between competing planning policy and objectives. The Panel also considers the recognition of the need for further investigations to specifically address fire and effluent management constraints in areas where a level of growth would otherwise be supported is sound planning.

### **1.3 Other Strategic Planning Work**

#### **1.3.1 The Rural Land Strategy 2007**

The Rural Land Strategy 2007:

- Identified farmland of strategic significance on the basis of mapping and analysis of factors such as agricultural capability, farm business uses and lot sizes.
- Supported the introduction of the RAZ to provide for tourism in selected areas close proximity to the coast and with moderate to low agricultural capability.
- Concluded that the current minimum rural lot sizes were generally appropriate but lots of less than 8 hectares should be reviewed with a view to applying the RLZ. Candidate areas for rezoning to RLZ were identified in areas with moderate to low agricultural capability, immediately adjacent to townships.

Amendment C55, which was approved in 2009, addressed rural (non-urban) issues of particular relevance to Amendment C69. They included:

- References in the MSS relating to agriculture, timber production, rural living and tourism were updated.
- The '*Farmland of Strategic Significance*<sup>8</sup>', generally in the north west of the municipality was identified in the MSS.
- The RAZ was applied to part of the Apollo Bay hinterland. The Amendment C55 Panel considered the exhibited RAZ should be extended as part of a '*follow on*' amendment; and the success of the RAZ should be monitored by Council to determine if the zone should be applied more widely.
- The Rural Land Strategy 2007 was introduced as a reference document. A number of candidate areas for rural living were identified in the Rural Land Strategy for further

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<sup>8</sup> Farmland of Strategic Significance' was based on land capability mapping and lot size distribution characteristics.

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investigation (Kawarren, Barongarook, Gellibrand, Forrest, Beech Forest, Lavers Hill and Elliminyt) but these areas were not represented in the MSS and Amendment C55 only proposed rezoning the Colac–Elliminyt ‘*candidate areas*’.

### **1.3.2 Colac Structure Plan 2007**

The Colac Structure Plan assessed the future potential growth of Colac - Elliminyt and identified where residential and industrial/commercial development can be accommodated. Recommendations were not made about the direction of long term growth (beyond current zoned land) as the analysis indicated a supply of residential zoned land of approximately 50-70 years. The key recommendations included:

- Zoning of large de facto rural residential areas south of Colac to the RLZ and identification of a future extension of that zone to the west;
- Zoning of land south east of Colac to Industrial 1 Zone;
- Zoning of Rural Activity Zone land in Colac East;
- Back-zoning of undeveloped industrial land to FZ in Colac East and Colac West; and
- A settlement boundary.

The Framework Plan for Colac (Clause 21.03) represents the outcomes of the Structure Plan.

The Panel for Amendment C55, which considered the implementation of the Colac Structure Plan, recommended review the Colac Structure Plan, and Council will consider the allocation of funding for this review in the coming financial year (see further discussion in Chapter 2.1).

### **1.3.3 Other Strategies**

Council’s submission addressed an extensive body of strategic planning work that also informed the preparation of the Rural Living Strategy, the Forrest Structure Plan and Amendment C69. The studies referred to by Council (and provided to or accessed by the Panel) included:

- Colac Otway Shire Bushfire Planning Assessment (in progress) (see Chapter 2.1).
- Apollo Bay Structure Plan 2007.
- Apollo Bay Settlement Boundary and Urban Design Review.
- Draft Birregurra Structure Plan 2012.
- Amendments C54 and C68 relating to the Erosion Management Overlay (EMO)<sup>9</sup>.
- Regional Bushfire Planning Assessments 2012.
- G21 Regional Growth Plan 2012.
- Great Ocean Road Region Strategy 2004.
- Coastal Spaces 2006.
- Victorian Coastal Strategy 2008.

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<sup>9</sup> Amendment C54 (gazetted earlier in 2012) reduced the coverage of the EMO over parts of some townships, including Forrest, Elliminyt, Birregurra, Gellibrand and Apollo Bay. Amendment C68 proposes to apply the EMO to a small number of additional properties and to simplify the requirements of planning applications. It was adopted by Council in August 2012 and is currently being prepared for approval by the Minister. These amendments have no direct implications for the Rural Living Strategy or Amendment C69.



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## **1.4 Issues Addressed in this Report**

The Panel considered all written submissions, as well as submissions presented to it during the Hearing. In addressing the issues raised in those submissions, the Panel has been assisted by the information provided to it as well as its observations from inspections of specific sites.

This Report deals with the issues under the following headings:

- Deferred Areas
  - Proposed further investigations;
  - Forrest;
  - Lavers Hill;
  - Gellibrand;
  - Elliminyt;
  - Beeac;
  - Beech Forest.
- The RO
  - The Proposed Restructure Overlay and Incorporated Plan;
  - Pirron Yallock;
  - Cressy.
- Other Areas
  - Back-zoning of land at Christies Road, Elliminyt;
  - Johanna;
  - Kawarren;
  - Coragulac;
  - Barongarook.
- Amendment drafting.

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## 2 Deferred Areas

An overarching issue is whether additional development opportunities should be facilitated in Forrest, Lavers Hill, Gellibrand, Elliminyt, Beeac and Beech in advance of further investigations?

### 2.1 Proposed Further Investigations

#### Colac Otway Shire Bushfire Planning Assessment (in progress)

There has always been a real risk of bushfire in the Shire, particularly in the forests in the south. The devastation caused by the Black Saturday fires in 2007, and the more frequent extreme fire conditions anticipated due to climate change, have established an imperative to ensure that planning manages risks from bushfire. In line with the Bushfire Royal Commission recommendations, State Planning Policy aims to strengthen community resilience to bushfire through the following overarching strategies:

*Prioritise the protection of human life over other policy considerations in planning and decision-making in areas at risk from bushfire.*

*Where appropriate, apply the precautionary principle to planning and decision-making when assessing the risk to life, property and community infrastructure from bushfire.*

Council advised that grant funding to develop local policy to address bushfire risk across the Shire will help to determine the future of towns identified in the Rural Living Strategy as 'deferred growth'. The Project, which is expected to be completed by October 2013 comprises two elements:

- Development of Bushfire Precinct Plans for high bushfire risk areas including a Bushfire Attack Level Assessment and schedules to the Bushfire Management Overlay (BMO) for Skenes Creek, Kennett River, Separation Creek and Wye River. While this work has a specific focus on the nominated coastal towns, the background analysis and implementation measures will also inform the second element.
- Strategic assessment of growth potential in high bushfire risk areas, including the towns of Beech Forest, Gellibrand and Forrest and the proposed RLZ to the south-west of Lavers Hill. Recommendations will be provided on:
  - The viability of future township development from a bushfire management perspective (within areas identified in the Rural Living Strategy, the Forrest Structure Plan and more broadly within the town); and
  - Any necessary mitigation strategies or actions required to assist township expansion/development where appropriate.

The Project brief indicates that this Project will review bushfire risk for the whole of the Forrest township, as well as the area to the north of the town that is specifically identified for investigation.

The Panel sees considerable merit in the approach adopted. It requires consultation with relevant agencies and consideration of the Colac Otway Shire Municipal Fire Management Plan. This Plan, which was produced collaboratively by Municipal Fire Management Planning



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Committee<sup>10</sup>, outlines how relevant authorities and organisations will work together to prepare for, respond to and recover from major fires. The CFA membership of the project steering committee and the consultation to occur with the Municipal Fire Management Committee as part of the project reaffirms that collaborative approach.

The Panel considers that this project has the capacity to address a range of more strategic implications and responses than is possible in ad hoc, site specific assessments. Strong grounds would need to be presented to justify departing from the bushfire assessment process that has (or is about to) commenced.

#### **Review of the Colac Structure Planning 2007**

Amendment C55 implemented the Colac Structure Plan 2007 and the Clause 21.03 Framework Plan for Colac represents the outcomes of the Structure Plan. The C55 Panel found that the supply of residential land in Colac was overestimated<sup>11</sup> and rates of development were underestimated. That Panel's recommendations:

- Included zoning of:
  - large de facto rural residential areas south of Colac to the RLZ, with identification of a future extension of that zone to the west;
  - land south east of Colac to Industrial 1 Zone and back-zoning of undeveloped industrial land to Farming Zone in Colac East and Colac West; and
  - land in Colac East to RAZ.
- Did not extend long term growth direction beyond current zoned land but did recommend a more detailed examination of the settlement boundary around Elliminyt to identify areas of longer term growth.

Council submitted:

*Council has accepted the need for this work (updated demand-supply analysis and identification of longer term growth areas), and will consider the allocation of funding in the coming financial year to conduct a thorough review of the Colac Structure Plan which addresses these issues.*

#### **Effluent Management in Gellibrand and Beech Forest**

State guidelines<sup>12</sup> (the Guidelines) establish major constraints on further growth or development in potable water supply catchments.

Relevant water authorities were involved in the development of the Rural Living Strategy and advised that development within existing TZ land would be considered on a case by case

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<sup>10</sup> The Committee is made up of representatives from the Colac Otway Shire, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, Victoria Police and VicRoads.

<sup>11</sup> The supply included flood prone and otherwise undevelopable land.

<sup>12</sup> Both the *Guidelines for planning permit applications in open, potable water supply catchment areas* (Department of Planning and Community Development, 2009) referred to in Clause 14.01 and the updated Guidelines issued by the minister for Water in November 2012.

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basis, with general support for a dwelling on each allotment in this zone, but that further subdivision of allotments in the TZ would not be supported. New dwellings proposed outside existing TZ land would be subject to the 1 dwelling to 40 hectare principle in the Guidelines.

As noted in Council's submission to the Panel, recent VCAT decisions<sup>13</sup> have concluded that the risk to human health should be given priority over other planning objectives and strategic land use and risk assessment planning is necessary to justify a variation to the 1 dwelling to 40 hectare benchmark for protection of the water supply from human pathogens.

As there was a desire to encourage modest growth (especially tourism development) in Gellibrand and Beech Forest, the Rural Living Strategy recommended the preparation of waste water management plans for these towns, as provided for in the 2009 Guidelines (and reaffirmed in the 2012 Guidelines)<sup>14</sup>. Council advised that the relevant water authorities will be involved in these further investigations, which may provide strategic justification for further rezoning. State policy requires the adoption of a precautionary approach to the management of potable water catchments. The Panel considers the Rural Living Strategy approach of requiring further investigations prior to potential rezonings in Gellibrand and Beech Forest is sound. The preparation of a Domestic Wastewater Management Plan (DWMP) should also precede any rezoning of the land owned by Julie Smith in Lavers Hill.

#### **Alvie, Beeac and Cororooke Plans**

The Rural Living Strategy identified the need for further strategic work, to be done in consultation with the community, to clarify land supply/demand and to determine the preferred location for growth in Alvie, Beeac and Cororooke. The Rural Living Strategy identified '*future investigation long term areas*' in these settlements.

## **2.2 Forrest**

### **What are the Issues?**

Should proposed MSS provisions be clarified to indicate support for commercial proposals beyond the nominated area in Grant Street?

Should land at the north-western approach to Forrest be included in the settlement boundary and rezoned in advance of proposed bushfire risk assessment for the town?

Should the TZ be extended to a property on the southern side of Frizon Street.

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<sup>13</sup> For example see, *Rozen v Macedon Ranges SC* 2009 VCAT 2746, and *Simpson v Ballarat CC* 2012 VCAT 133.

<sup>14</sup> The November 2012 Guidelines set out Domestic Wastewater Management Plan (DWMP) requirements, which can be property specific. The November 2012 Guidelines note that the DWMP requirements incorporate and build upon (but do not displace) Council responsibilities for developing DWMPs as set out in clause 32(2)(e) of the State Environment Protection Policy (Waters of Victoria).

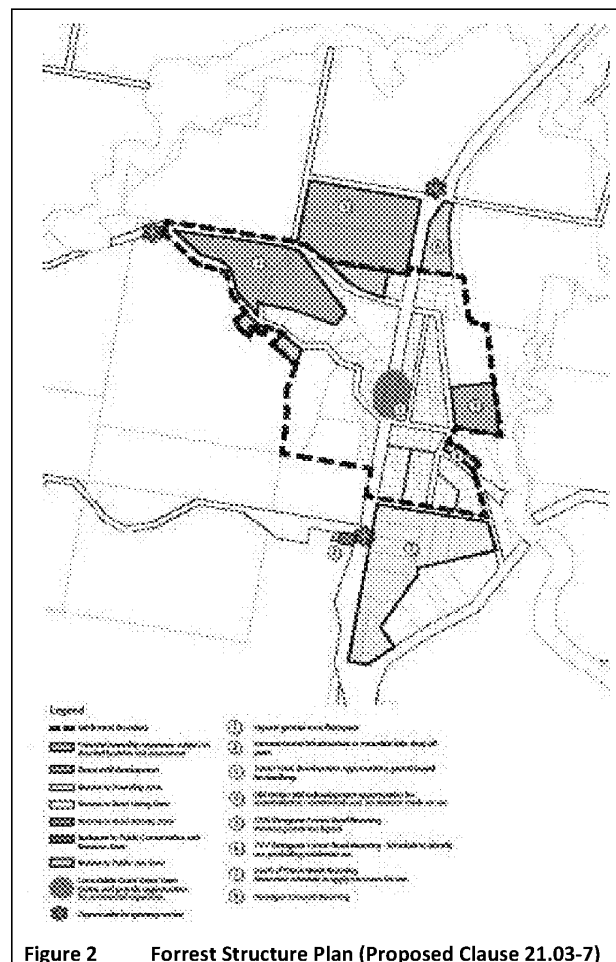
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### **2.2.1 The Forrest Structure Plan**

Forrest is gaining in popularity as a tourist destination, especially for mountain biking. However, accommodation in the town is limited and the options to provide for demand for group accommodation outside the town are constrained by the FZ provisions. The local hotel and associated brewery has strong patronage from tourists and has become an economic anchor in the town. Council is anxious to support economic growth in Forrest through eco-tourism based on opportunities associated with the town's proximity to the Otway National Park and Lake Elizabeth.

The *Forrest Structure Plan (2011)* supports building on the economic opportunities associated with the town's role as a destination for lifestyle, recreation and eco-tourism activities (such as mountain biking, hiking and camping) that has established since the cessation of logging on Crown Land in the Otways. However, Forrest is identified as a small town capable of accommodating limited population growth due to environmental and servicing constraints. The Structure Plan recognises that Forrest was identified after the Black Saturday fires as one of 52 towns/localities with the highest bushfire risk and emphasises that any consideration of residential growth within Forrest must address that risk.

The structure plan establishes a settlement boundary; identifies opportunities for limited expansion beyond the current township; and supports revitalising the Grant Street business core to provide retail services for the local population and expanding commercial uses, particularly those related to the tourist sector.



Amendment C69 proposes to implement the Structure Plan (see Figure 2) recommendations, except that rezoning to TZ of land to the north which is identified as *‘Potential township expansion subject to detailed bushfire risk assessment’* (annotation 5) has been deferred pending the outcome of the proposed assessment of fire risk (see Chapter 2.1) and that land is not included within the town boundary.

### 2.2.2 Submissions

The submission from M Bradshaw & S Bradshaw P/L, which trades as Forrest Brewing Company, highlighted the success of public sector funding support in establishing nature based tourism (e.g. 60km cycling tracks), tourism focussed ventures such as their micro-brewery and township improvements. The submission sought to ensure the planning framework supports further opportunities being realised, rather than stifling them. Ms Bradshaw expressed concerns relating to the following proposed MSS provisions:

- The reference to limited opportunities for tourism development.
- The designation of the area in Grant Street between the community hall and Turner Drive/Blundy Street for the consolidation of commercial uses, excludes existing

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businesses and could frustrate proposals elsewhere, such as in Station Street where most heritage assets are located. Further, the conceptual identification of the area for consolidation of commercial uses does not assist in interpretation of this provision. The Forrest & District Community Group shared this concern.

- It is not appropriate to single out a particular business, the general store, for expansion and there appears to be some confusion in references to sides of Grant Street.
- Ecotourism enterprises should not be limited to land at the northern entry to the town, as implied by the strategy to *'Encourage some commercial development, particularly accommodation, to locate on Rural Activity Zoned land taking into account...'*

In July 2012 (after exhibition of Amendment C69), the Bradshaws bought 35 Station Street for niche tourism related activities that take advantage of the outlook over the river and medium term growth for their brewing activities, as their Grant Street property does not have space for expansion. The business at the 2.3 hectare Station Street property closed in 2005 and the site has been derelict since. Plans for this site have not been formulated but Ms Bradshaw sought a planning framework that would provide flexibility for a range of uses. She noted that, while the TZ provides for a wide range of uses, food and beverage production is an industry subject to Note 1 under Clause 52.10 and is therefore prohibited in the TZ. This could preclude potential uses such as a bakery or brewery. Rezoning, possibly to Special Use, may be required to achieve the desired land use flexibility.

Two submissions sought the inclusion of additional land in the TZ, especially to the south of the township. The Forrest & District Community Group submitted that the response to fire risk seemed unbalanced and disadvantaged the southern end of the town. The Community Group submission preferred optimum use of existing lots to the creation of new infill opportunities. It also questioned the apparent absence of any scope for industrial and employment uses other than tourism businesses.

Mr and Ms Frizon requested that land on the southern side of Frizon Street be rezoned TZ, rather than the exhibited RLZ. The property currently comprises two houses and structures associated with its former milling use. The Frizons submitted that the TZ would facilitate the subdivision of the two existing houses and the operation of a tourism business focussed on the timber heritage of the area and functional timber art.

Two submissions relating to the proposed RAZ at the northern of Forrest (2317 Birregurra-Forrest Road) were:

- Australian Property Partnership, which owns the land proposed for rezoning to RAZ, originally submitted that the RAZ is inadequate to implement Council's vision for Forrest and advocated a zoning that provides flexibility to cater for tourism at the northern end of the site and residential development at the southern end. At the Hearing, although Mr Stafford maintained it would be more appropriate to include the site within the township boundary to allow more urban outcomes, he accepted the RAZ as appropriate for the site's gateway location and did not pursue this aspect of the original submission.
- R and L Kemp supported the Structure Plan but were concerned about the impact of potential subdivision and development within the proposed RAZ on their adjoining property and the rural ambience of the northern approach to the town. They requested that no further subdivision of 2317 Birregurra- Forrest Road be allowed.

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Mr Stafford from Australian Property Partnership (APP), which also owns the 4.65 hectare property at 2324 Birregurra-Forrest Road, and Ros Mainland and Bruce Upson, who own the adjoining 4.65 hectare property to the south at 2330 Birregurra – Forrest Road, sought to advance rezoning of their land immediately to the north-west of the town for residential development. This land is identified for residential development opportunities and is within the town boundary on the Structure Plan but Amendment C69 excludes the land from the town boundary and identifies it as *‘Potential township expansion subject to detailed bushfire risk assessment’*.

APP detailed the extended planning history for the site, the relative merits of the land for residential development and the constraints applicable to other options. Mr Stafford noted the support for residential development of their land since 2006 when Amendment C47 proposed to rezone the subject site to TZ. Relevant consultant reports<sup>15</sup> accompanied that amendment. However, in December 2006 Council indicated that it had received funding for the development of Structure Plans (which was expected to be completed during 2007) and APP accepted the Council advice that a Panel may favour the conclusion of the Structure Plan prior to supporting the proposed rezoning. Mr Stafford commented *‘With the advantage of 6 years of hindsight, the decision to wait for the Structure Plan was non-commercial.’* APP submitted:

*...this land has been supported for inclusion in the township zone for over 6 years. It has Council support, Authority support and has completed and satisfied all independent studies required for both rezoning and subdivision. It also has vast support from the majority of the Forrest community<sup>16</sup>. A detailed fire assessment has now been completed that demonstrates that with fire buffers, the development of the subject site satisfies the strict requirements of the new BMO. The subject site is the most appropriate site for residential subdivision in Forrest.*

The Mainland and Upson submission sought rezoning of their property to RLZ, with a minimum sub-division size of 1.2 hectares. They submitted the RLZ would respond to demand for rural living on small lots and is more appropriate to maintain image and nature of the town than cluster housing proposals previously put forward for the APP land. The submission argued that vegetation on the site does not have high conservation values and appropriate development which manages vegetation would reduce a significant fire hazard to the township, residences in the immediate vicinity and the Forrest Primary School. It was noted that permits have been issued for two cabins on the north eastern end of the property and clearing of that area is complete.

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<sup>15</sup> Land capability report for sewage (Van De Graff & Associates), Flora and Fauna report (EnviroPlan), Engineering and infrastructure report (Breese Pitt Dixon), Traffic report (Traffix), Planning Report and Amendment Documentation (MacroPlan).

<sup>16</sup> Mr Stafford advised there were no objections to Amendment C47 from relevant authorities but nine objecting submissions largely related to concerns about *‘cluster housing’*.

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### **2.2.3 Discussion**

The Panel considers the designation of the area in Grant Street for consolidation of the town centre is sound planning and appropriate to signal clear support for commercial uses and a focus for public investment (such as the streetscape works undertaken) in that location. We consider the conceptual nature of the 'blob' is reasonable as it implies that a rigid approach to planning for the town centre is not envisaged. In view of the importance of the convenience retail function of the General Store to the Forrest community, the Panel considers it is appropriate to specifically support expansion of this business in the MSS.

However, the TZ enables the consideration of a wide range of uses and we agree with submissions that opportunities in other parts of the town, particularly for tourism related uses, should not be precluded outside the area designated as core commercial area and the RAZ. Station Street, utilising established buildings or proposals that take advantage of linkages with the Forrest's past as a timber town may present appropriate opportunities, provided impacts on the environment and residential amenity are addressed. The Panel has recommended the inclusion of an additional strategy to address this concern.

The Panel notes that annotation 4 on the Structure Plan (relating to 35 Station Street) already indicates there are opportunities for commercial and accommodation redevelopment of the Old Mill site but a decision has not been made relating to the use of the site. Given the early stage of planning by the Bradshaws, the Panel considers this is appropriate as it foreshadows the potential for a range of uses, subject to evaluation. However, given the Bradshaw submission, the potential consideration of industrial use and rezoning the land should also be foreshadowed in the annotation.

With regard to the Frizon land on the southern side of Frizon Street, Council advised at the Hearing that:

- The RLZ was proposed primarily to preclude further subdivision due to the fire hazard to the south and the west; and
- Given the nature of existing development of the site, Council would not oppose the application of the TZ to the Frizon land.

The Panel supports the basis for the RLZ to restrict subdivision that would result in more intensive development of land subject to high fire hazard. However, as the nature of current uses and development of the Frizon property (2-6 Frizon Street) we consider the TZ is an appropriate reflection of the current use. We note that the TZ would enable consideration of a subdivision to provide separate titles for the existing houses.

The proposed application of the RAZ at the northern approach into Forrest is supported by the Forrest Structure Plan to encourage small scale tourist accommodation on a site which would not be suitable for permanent housing as part of any township expansion. The site is highly visible and partially subject to flooding but within walking distance to most facilities in Forrest. Council indicated that subdivision of land within the proposed RAZ would not be possible. The Panel considers the proposed schedule to the RAZ establishes the nature of development envisaged which should substantially address the concerns raised in the Kemp submission. It states, amongst other things:



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*Development and use in the Rural Activity Zone will be of a scale relevant to the land size and responsive to the landscape of the area. Development will be of high quality design and in keeping with the open farmland appearance...*

Any development proposal would be subject to notice and evaluation under the permit process and issues associated with the implications of any proposal for adjoining properties and the wider landscape/townscape values area would be considered at that time.

The Panel appreciates the frustration felt by APP but we consider the deferral of any rezoning of the land in the northern end of the Forrest for township expansion and the inclusion of this area in the settlement boundary should not pre-empt the bushfire assessment that has been commissioned by Council. While a site specific fire risk assessment (and other necessary assessments) has been undertaken for the APP property, the work currently being undertake will address important strategic issues relating the management of and responses to the broader fire risk of development in the Otways Ranges as a whole and the Forrest township.

The Panel notes advice from Council that:

- Inspections by relevant Department of Sustainability and Environment and Council officers indicate that the vegetation on the Upson-Mainland property is regrowth that is not in a high conservation value Ecological Vegetation Class.
- Full assessment of the whole of the property would be required but the indications are that removal of some vegetation may be supported, subject to the provision of relevant offsets.

The Panel considers the proposed Structure Plan identification of the land for potential township expansion is appropriate. Issues such as the intensity of development, vegetation removal and offsets, and subdivision design will need to be addressed during subsequent amendment and permit processes.

#### **Panel Recommendations**

##### **In Clause 21.03-7:**

- **Include an additional strategy to the following effect:**

***Support tourism related use and development within the town boundary taking into account the need to respond to bushfire risks and environmental values and to protect the amenity of nearby residential uses.***

- **Revise the Structure Plan annotation 4 to read ‘Old Timber Mill redevelopment opportunities for accommodation /commercial/ industry – no decision made on use or zoning.’**
- **Rezone 2-6 Frizon Street, Forrest to Township Zone, rather than the exhibited Rural Living Zone.**



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## **2.3 Lavers Hill**

### **What are the Issues?**

Should additional land adjoining the Lavers Hill township be rezoned to facilitate the development of a house on existing small lots?

Should land be zoned to facilitate the development of a house on an existing small lot in the FZ?

### **2.3.1 Evidence and submissions**

A submission from J and M Baynes supporting the proposed rezoning of their property to TZ, as supported by the Amendment C55 Panel, is noted but is not discussed further.

Submissions requesting rezoning of various lots in Lavers Hill from FZ to RLZ or TZ were received from Julie Smith and Jeremy MacCreadie.

Julie Smith requested rezoning to RLZ of her 11.4 hectare property which is adjacent to the Lavers Hill township and comprises three lots. The submission emphasised the inconsistency of the proposed rezoning to TZ of two smaller blocks adjacent to hers, which are also within the Special Water Supply Catchment, while precluding rezoning of her land to RLZ to facilitate the development of one – two additional houses. At the Hearing Ms Bright, who represented Ms Smith, argued that:

- The Rural Living Strategy approach of recommending rezonings to recognise clusters of rural residential development within Special Water Supply Catchment<sup>17</sup>, with some scope for infill development on existing lots, should apply to the Smith land.
- The land has little potential for productive agricultural use and is physically isolated from farming land.
- Amendment C69 is being treated as a de facto structure plan, without the rigorous analysis normally associated with such a process.

The Harkin and Hart<sup>18</sup> submission supported Ms Smith's submissions. They submitted that rezoning of land in College Drive should also be considered as it also abuts the town and is isolated from productive farmland.

Mr MacCreadie's property of 1.049 hectares is approximately one kilometre north-east of the Lavers Hill township. The property is subject to an EMO and the BMO. Mr MacCreadie acquired the land in around 2006 and applied for a planning permit for use and development of a single dwelling in 2009 and again in 2010 (with the aid of professional advice). Council refused both applications.

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<sup>17</sup> Such as Barongarook, Carlisle River, Kwarren.

<sup>18</sup> Mr Hart advised at the Hearing that he is a Colac Otway Shire Councillor but has excluded himself from Council consideration of the Rural Living Strategy and Amendment C69; and that his submissions were made as an individual and not as a councillor.

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Ms Pepler's submissions on behalf of Mr MacCreadie, which aligned with the evidence of Messrs Phillips and D'Amico, argued the land should be rezoned to Rural Living on the basis that the property:

- Is an anomaly in the FZ due to its small area, odd shape and unusual the topography (something of a knoll);
- Has not been used for agricultural purposes since 1967 and there is no possibility of viable agricultural use of the land. The property currently has no beneficial use and is unlikely to be joined with another farm because:
  - The existing dwelling in close proximity on the neighbouring lot would restrict the potential agricultural use. It was noted that *'on the one occasion that Mr MacCreadie did in fact undertake something akin to an agricultural use, by putting a few cows on the Property to eat down the grass, the neighbour complained about the noise and smell of cattle.'*
  - The neighbouring farmer has no use or need for the property. Mr MacCreadie has recently unsuccessfully approached the neighbouring farmer with a view to selling the property.
  - Any other farmer in the neighbourhood would not acquire a one hectare lot that is not contiguous with their land.
- Is a short walk or drive to the services of Lavers Hill.
- Provides an opportunity to conserve and enhance the former Colac-Beech Forest-Crowes Railway Line, which is a place of historical interest and special cultural value. The Cultural Management Plan for the railway line recommends that the 'horseshoe' be protected under the planning scheme and Council advised that a consultant has recently been engaged to evaluate the heritage value of the railway line. It was noted that Mr MacCreadie has offered to enter a section 173 or to create an easement around the perimeter of the property to facilitate reconstruction works and the protection of this part of the historic railway fabric as part of a tourist trail.
- Could be developed with a dwelling without detrimental impact on neighbouring agricultural uses.

The evidence of Mr Phillips was that the minimum lot size for sustainable agricultural management in the district is around 20 hectares. He stated that the shape, size and pattern of development mean that it is unlikely to be directed to commercial farming and therefore could not make a useful contribution to commercial farming. He acknowledged that the neighbouring farm could make some limited use of the land for grazing; and mud/dust, odour, noise, and flies associated with the use of the abutting land as a dairy cattle access track could impact on residential amenity but said the impacts would not be as great as land in the immediate vicinity of a milking shed.

Both Messrs Phillips and D'Amico were of the view that the implications of the established dairying use are known to Mr MacCreadie and should be obvious to any future prospective buyer; residents in a Farming Zone should adjust their expectations to take account of farming uses; and farming activities can add interest that contributes to amenity. Mr D'Amico suggested a section 173 agreement highlighting potential amenity impact could assist in ensuring the future residents recognise the potential amenity implications of living in an area that is actively farmed.

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It was Mr D'Amico's view that Lavers Hill compares favourably with clusters and smaller settlements that he interpreted the Strategy accorded greater opportunities for growth. He considered that:

- The rural dwelling on the abutting allotment, which is of a similar size, supports his view that the highest and best use of the land is that for a dwelling.
- The requested rezoning would establish a clear separation between the two small sites and the surrounding farmland and this would reduce the likelihood of speculation for residential use of that high quality agricultural land.
- The site is suitable for the development of a house as it is outside the Special Water Supply Catchment, was assessed as suitable by the CFA (although it is subject to the WMO) and is not subject environmental constraints.
- While spot rezonings are generally discouraged, a level of realism and practicality is needed to recognise the circumstances of particular properties. He was not aware of how many other properties could claim comparable justification for spot rezoning.

### **2.3.2 Discussion**

The township is located on a ridgeline and surrounded by the Great Otways National Park. The Rural Land Strategy identified land surrounding Lavers Hill to be of high agricultural capability. It recommended that the rural residential development to the south of the town, which is characterised by lots of between 2.5 and 8ha, be rezoned to RLZ. This rezoning has been deferred until local bushfire assessments and local planning policies have been implemented to address the nexus of bushfire, environment and settlement issues. As noted in Chapter 2.1, the Panel endorses this approach.

The Rural Living Strategy limits further development opportunities to the north of the town, which is in a declared potable water supply catchment, to infill development along the main roads on existing lots. Council advised that this reflects the Water Authority view, which accepts a small level of development within townships but adopts a strong policy position elsewhere to avoid cumulative impacts on water quality.

The Panel sees merit in the arguments put in support of rezoning the Smith land to RLZ. This land abuts the town and is isolated from farmland by residential development, topography and vegetated areas. A further one - two dwellings within a selected building envelope would have no greater impact on water quality than the existing and future surrounding dwellings. Indeed the larger size of these existing lots than those in the TZ where infill development may occur, enhances its capacity to effectively deal with effluent. The preparation of a DWMP prior to rezoning of the Smith property would provide assurances about the efficacy of domestic waste management. We consider the principle applied in the Rural Living Strategy to clusters, which provides for rezoning to RLZ to allow consideration of proposals for the development of houses on existing lots, should extend to the Smith land. Although details were not provided in relation to the property Mr Hart referred to in College Drive, the same principle appears to apply to that land (we note that there is an existing house on the property).

With regard to the MacCreadie property, the capacity of the land to accommodate a house is not the Panel's primary concern, rather, our role is to consider whether rezoning of the land from FZ is justified.

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This land does not form part of the Lavers Hill township, rather, it is surrounded by productive agricultural land. It is clear that the land does not represent a productive agricultural land unit in its own right but the land could be absorbed into the adjoining farm or residential property. Unlike clusters identified for rezoning in the Amendment, the existence of one house and a vacant small lot is not sufficient strategic justification for recognition in the planning framework of a precinct where a change in land use function is established.

The disused railway cutting immediately adjacent to the subject land is used daily as a track for movement of dairy cows on the neighbouring farm. Mr Phillips acknowledged that livestock movement, noise, odour and mud/dust may cause householder annoyance. The Panel considers that a sensitive use such as a dwelling on the subject land would create a real risk of land use conflict and dispute between the householders and the adjacent farmer. There are many examples across the State of rural residential development resulting in complaints about farming practices, which can lead to pressure to accommodate the residential amenity expectations, particularly as the concentration of residential uses increases. The example of a complaint from the resident of the adjoining dwelling demonstrates the reality of this concern and the Panel inspections confirmed that odour and mud (and probably dust and flies at other times of the year) at this interface are also a reality. The Panel considers an additional dwelling and rezoning to recognise the primary purpose of these properties as rural residential would strengthen residential amenity expectations, rather than assist in managing them, as suggested by Mr D'Amico. We agree with Council that the planning policy intent is to avoid the creation of these forms of conflict, rather than creating them and then attempting to manage them through mechanisms such as agreements.

The Panel notes that the heritage values of Colac-Beech Forest-Crowes Railway Line may well be formally recognised in the future and there are plans to capitalise on its value as a tourism asset for the area. The Panel does not see these values as critical to whether the subject land is rezoned to facilitate the development of a house.

The Panel shares Council's concern that spot rezoning of this property would set a precedent for rezoning of other small lots across the Shire that are not parts of established settlements or rural residential clusters and this would undermine the basis for the adopted strategy. The Panel is not persuaded that the requested spot rezoning of the MacCreadie property has been strategically justified.

#### **Panel Recommendation**

**Subject to the preparation of a Domestic Wastewater Management Plan, rezone 19 Lavers Hill - Cobden Road, Lavers Hill (the Smith property) from Farming Zone to Rural Living Zone and consider the merits of including the adjoining land at 4 College Drive in that rezoning.**

## **2.4 Gellibrand**

### **What is the Issue?**

Should additional land in Gellibrand be rezoned TZ to facilitate tourism development?

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### **2.4.1 Submissions**

Armistead Saw Mills Pty Ltd (Armistead) submitted that it has strong interest and capacity to invest in tourism development that would contribute to a viable future for Gellibrand. However, stronger support in the planning framework is required to enable the realisation of the tourism potential of the town's natural beauty and heritage. In addition to refurbishment of the existing hotel, Armistead intends to develop two of the properties in the northern part of the township (see Figure 3) for the following tourist purposes:

- 5 Star Lodge style accommodation;
- 3-4 Star Cottage style accommodation and a restaurant; and
- Venues for an art gallery, food provender and other activities (e.g. cooking and art classes, fishing, health and wellbeing/spa) utilising both existing and new buildings.

An indicative concept plan was attached to the submission.

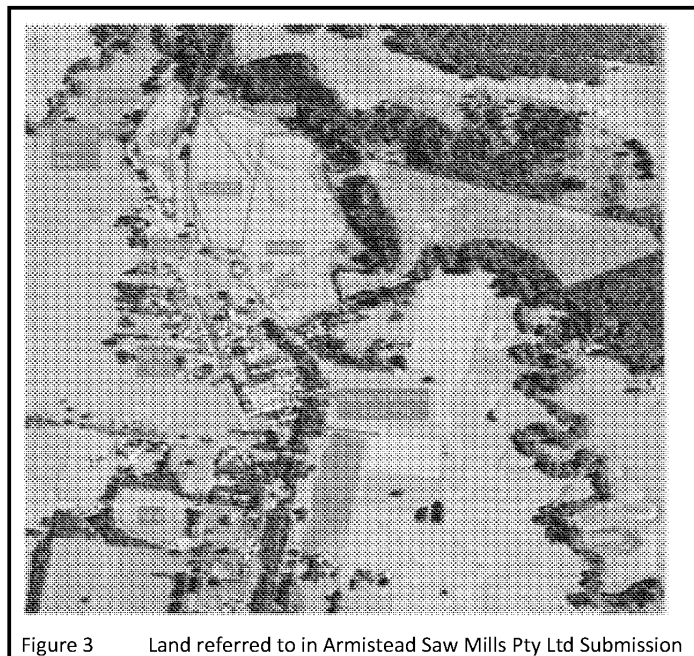


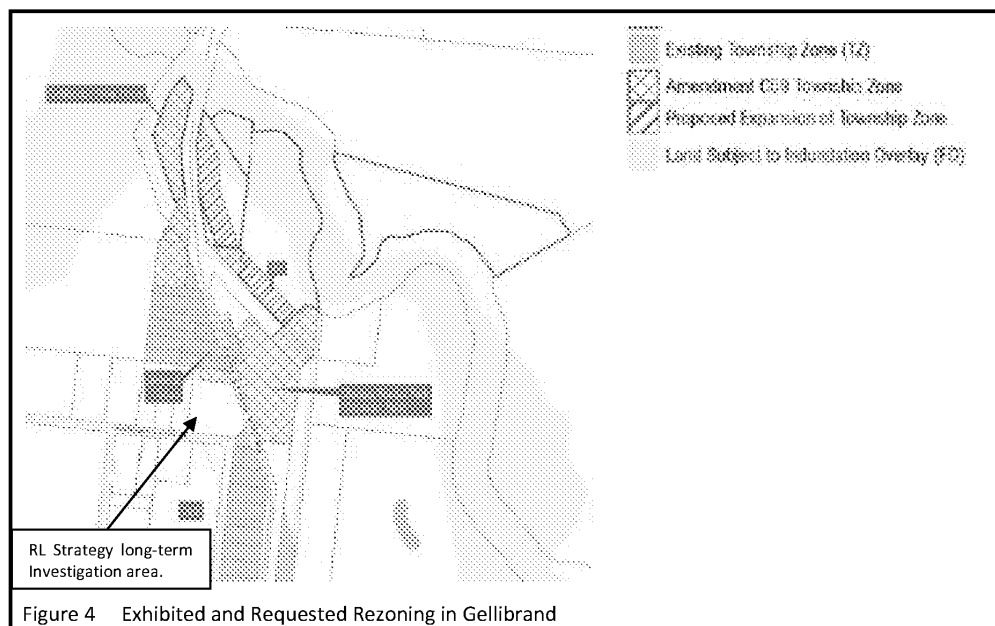
Figure 3 Land referred to in Armistead Saw Mills Pty Ltd Submission

The Armistead's original submission expressed concern that support for tourism in Gellibrand was not referenced at the same level as Forrest in the proposed MSS provisions and welcomed the Council support for changes to Clause 21.05-4 to provide clearer support for the economic revitalisation Gellibrand with a focus on tourism. However, the submission expressed concern that competing strategies could condemn the smaller townships to inevitable decline. Strategies provide for the further small scale growth of the Gellibrand township (Clause 21.03-8 Smaller Townships) but overarching policy restricts the expansion of communities in potable water supply areas and areas at risk of landslip, high fire risk and flooding. It was submitted that evaluation of risks is needed to underpin strategies that ensure effective risk management whilst enabling a viable future for the town. Council considered that the comments are valid and changes can be made to minimise duplication



across the relevant sub clauses and avoid conflicting statements when discussing opportunities or environmental constraints on growth.

Armistead sought extension of the TZ to apply to the front 50 metres on the north-east side of Old Beech Forest Road, with remainder remaining in the FZ (see Figure 4).



In a written submission, Ian Perkins, who has lived in Gellibrand for many years, expressed the view that he *'would like to Gellibrand to stay as it is, for the local community not tourists.'* He questioned the proposed rezoning to TZ of land adjacent to the central area of Main Street and land on Old Beech Forest Road between the Bridge and Daffy Lane due to flooding.

Council responded that the proposed additions to the TZ recommended in the Rural Living Strategy reflect existing development and future development applications will need to satisfy drainage requirements, which will include consideration of potential implications for other properties. Council raised no objection to including the Armistead land in proposed further investigations of development constraints and potential in Gellibrand.

#### 2.4.2 Discussion

The Panel acknowledges that capitalising on the tourism potential of the Armistead land may provide a significant boost to the town. We endorse the proposed change to extend planning policy support for tourism in the Otways (beyond Forrest).

However, this does not diminish the need to address basic planning considerations such as the protection of the potable water supply, and to manage risks associated with fire and the acknowledged flooding and erosion constraints that apply to the land. Existing overlays affecting the Armistead land highlight the constraints applicable to significant parts of the

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land and the need for assessments to ensure constraints are effectively managed in terms of impacts on both the property itself and other land.

The Bushfire Planning Assessment initiated by Council will inform planning for the southern part of the Shire (see Chapter 2.1) and the Rural Living Strategy/the exhibited MSS (Clause 21.06) identify the need for the preparation of an effluent management plan for Gellibrand. As noted in the Rural Living Strategy:

*The main impetus for further work to investigate potential growth in these towns is the desire to facilitate tourism development and encourage tourism growth within the Otways and the Great Ocean Road hinterland.*

Close liaison with the water authority will be necessary regarding potential measures to manage effluent. The Panel notes that, while there is greater potential for adverse impacts from larger developments, such as that envisaged by Armistead, they may also justify more sophisticated forms of waste management with greater assurances/confidence that systems will be maintained than small ad hoc proposals.

The Panel considers that planning for Gellibrand should specifically consider the development potential for the Armistead land. However, the requested rezoning of part of that land to TZ is premature as:

- Proposed strategic planning work has not been completed. We note that Armistead has an interest in the early completion of the effluent management assessment and may be in a position to assist in demonstrating the efficacy of potential options to ensure that water quality is protected.
- The 'Vision' for the Armistead land was presented at Hearing for the first time, with advice that it will developed to present to Council later in the year.

#### **Panel Recommendations**

**Review MSS provisions to avoid conflicting statements when discussing opportunities for growth and environmental constraints on growth.**

**Revise Clause 21.06 Further Strategic Work to the following effect:**

- **Prepare a Master plan for Gellibrand. The work should include:**
  - **A Township Effluent Management Plan to determine capacity for infill development and future growth.**
  - **Evaluation of development options in the vicinity of Gellibrand-Carlisle Road and along the northern approach to the Gellibrand.**

## **2.5 Elliminyt**

### **What is the issue?**

Should land to the east of Forrest Street be included in the Colac/Elliminyt settlement boundary and rezoned to Rural Living?

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### **2.5.1 Submissions**

John Clifford and J & G Evans sought inclusion of their adjoining properties to the east of Forest Street, Elliminyt within the proposed settlement boundary for Colac/Elliminyt to facilitate future rezoning to Rural Living. These properties, which are zoned Farming, are to the east of existing RLZ land, to the north of existing LDRZ land, and the Colac Structure Plan proposes industrial rezoning of land to the south.

At the Hearing Mr Evans advised that immediate development of the land is not proposed but he submitted that the planning framework should recognise the recent Colac growth rates, the proximity of these properties to existing and proposed non-farming development, and the constraints on ongoing farming use in the long term. He responded to a query from the Panel relating to flooding of the land that maintenance of the drainage system has been effective in reducing this constraint.

Council submitted that both the Colac Structure Plan and the Rural Living Strategy confirm that the existing supply of residential and rural living land for Colac/Elliminyt is considerable and therefore additional supply cannot be justified at this time. Officers advised land owners that the settlement boundary for Colac and future prospects of rezoning land at its periphery have not been entertained through the Rural Living Strategy and Amendment C69 processes, and the issue will be assessed during the proposed Structure Plan review (See Chapter 2.1). The proposed review of the Colac Structure Plan will update analysis of land supply, clarify the current need for rezoning of more residential land, and examine the longer term potential of land adjoining Colac for residential and industrial/commercial development.

### **2.5.2 Discussion**

The Panel considers that the following views expressed by the Amendment C55 Panel in relation to the Clifford and Evans submissions continue to be relevant:

*The land owned by Mr Clifford and Mr Evans has a number of attributes that indicate that it could be suitable for rural living development.*

*However the designation of land to the south-east (sic) of Woodrowvale Road and Forest Street (the Evans and Clifford land) for rural living or low density residential development appears at this time to be premature. Its use for residential development needs to be carefully considered as the land is higher than the nearby land proposed for industrial development, and dwellings will overlook the future industrial area and create a sensitive interface that needs to be examined in more detail. The suitability of the subject land needs to be assessed against other candidate areas for this type of development and the release of land driven by clear strategic directions for the Colac housing market and realistic forecasts of likely demand and take up rates.*



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*Conclusion*

*We recommend:*

*Council review the suitability of the land to the east of Forest Street, between Woodrowvale Road and Barry's Road (sic) for Rural Living as part of a reassessment of the demand for and preferred locations for such development around Colac and as part of the preparation of a Structure Plan for Elliminyt.*

The Panel notes that the MSS Clause 21.06 General Implementation already indicates that the following further strategic work is required:

- Prepare a precinct structure plan for Elliminyt.
- Undertake a residential land supply analysis for all segments of the Colac market.

**Panel Recommendation**

**Review the suitability of the land to the east of Forest Street, between Woodrowvale and Barrys Roads, Colac for Rural Living as part of a reassessment of the demand and preferred locations for such development around Colac and as part of the preparation of a Structure Plan for Elliminyt.**

**2.6 Beeac**

**What is the Issue?**

Should additional land be identified for rural living in Beeac?

**2.6.1 Submissions**

K and L Watts sought rezoning of their 6.8 ha property from FZ to RLZ to facilitate subdivision. The land is on the north-west side of the township, abuts the existing TZ, is connected to reticulated water and has three access points. They submitted:

- Subdivision of the land would add to the diversity of housing options available. Although Beeac has approximately 70 vacant residential lots, the development of the existing lots is constrained by the need to manage effluent and there are currently no rural living lots; and
- This site should be preferred over other options because viable farmland would not be affected.

Council acknowledged that Beeac is one of a small number of towns to the north of Colac where small scale expansion could be justified as environmental constraints are limited, there is some demand for growth as 'flow-on' from housing and employment growth in nearby Colac, and removal of productive agricultural land out of production would be limited. However, the Rural Living Strategy identified the need for further strategic work, to be done in consultation with the community, to clarify land supply/demand and to determine the preferred location for growth. The Rural Living Strategy identified 'future investigation long term areas', which included the Watts land (see figure 5 below).

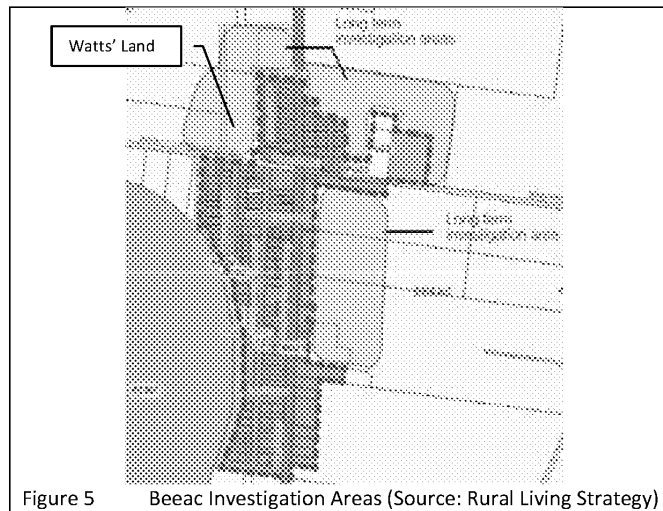


Figure 5 Beeac Investigation Areas (Source: Rural Living Strategy)

## 2.6.2 Discussion

The Panel recognises that Beeac is identified for some development to capitalise on established community facilities/services and to add to housing options in the Shire. We agree with Council that the relative merits of the alternative investigation areas (including the Watts land) to accommodate development should be evaluated through the proposed planning process. Council advised that the preparation of a Master Plan for Beeac is proposed in the next 1-2 years, after approval of the Amendment. The Panel does not propose to pre-empt that process, which will involve consultation with the Beeac community and will provide all landholders with the opportunity to present their views. However, this work should be identified in the MSS identification of Further Strategic Work, with reference to the land in Beeac identified in the Rural Living Strategy for investigation.

### Panel Recommendation

**Revise Clause 21.06 Further Strategic Work to indicate a Master Plan will be prepared for Beeac to the following effect:**

***Prepare a Master plan for Beeac. The work should include:***

***A Township Effluent Management Plan to determine capacity for infill development and future growth.***

***Evaluation of development options immediately to the east and north-west of the existing township zone.***

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## **2.7 Beech Forest**

### **What is the Issue?**

Should the TZ be applied to 1570 Old Beech Forest Road, Beech Forest?

#### **2.7.1 Submissions**

Mr Wright sought the extension of the TZ in Beech Forest to include his land at the 1570 Old Beech Forest Road which is in two lots. A permit for a dwelling was issued on one of the lots in 2007 and Council refused a planning application for a dwelling on the second lot in 2011, based on objections from both Barwon Water and Wannon Water.

Mr Wright submitted, in summary, that rezoning of the land to TZ is appropriate as the land:

- Was recognised by Council as residential when it was subdivided and then permits issued for houses in 2007 (one of which lapsed). It is rated as residential.
- Forms part of the town, being opposite the town sports complex and within the 60km speed limit.
- Has a gentle slope, retains vegetation and is in a sheltered position making it particularly desirable compared to other options in the town for houses.
- The size of the lot and timbered gully enable more effective measures to avoid pollution of the water supply than in the smaller lots in the TZ.
- The development of houses will assist an area that is still recovering from the demise of the timber industry in the area.

#### **2.7.2 Discussion**

Beech Forest is located within the Otway Ranges and was classified as a *'highly constrained'* settlement in the Rural Living Strategy. It was one of the towns in the Otways that was identified as having *'deferred growth potential'* pending the outcome of the bushfire risk assessment.

The Rural Living Strategy identified land to the south of Beech Forest (outside the Special Water Supply Catchment) for long term investigation but did not identify the Wright land for rezoning as:

- The supply of TZ land in Beech Forest was considered sufficient (approximately 40 lots); and
- The subject site is within a declared water catchment and guidelines specify that dwelling density should be no greater than one per 40 hectares.

The Panel inspected the site and identified that the property is separated by some distance from the residential part of the town, it adjoins farmed land and an occasionally worked stone quarry is nearby. If this land was rezoned it would be logical to apply any rezoning of this property to the land between it and the existing TZ. The Panel does not consider a rezoning of 1570 Beech Forest (and the land between it and the existing TZ) has been justified, particularly when other options that are outside the Special Water Supply Catchment have been identified for long term investigation.

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## 3 The Restructure Overlay

### What is the Issue?

Is restructure of existing subdivisions in Pirron Yallock and Cressy justified?

Three submissions related to the Pirron Yallock, where a RO is proposed, and one submission related to the proposed RO at Cressy. The Panel does not address the Gerangamete and Irrewillipe restructure areas as objecting submissions were not made relating to those areas. The discussion of the Pirron Yallock and Cressy ROs is limited to land that was the subject of objecting submissions.

### 3.1 The Proposed Restructure Overlay and Incorporated Plan

The Rural Living Strategy recommended that the RO apply to old and inappropriate subdivisions in the FZ where development of the lots would have serious environmental, servicing and social impacts.

It is proposed to apply the RO to existing subdivisions in Cressy, Gerangamete, Pirron Yallock and Irrewillipe and to incorporate Restructure Plans for the subdivisions<sup>19</sup>. The RO plans encourage the consolidation of allotments within identified tenements and the following requirements apply to new dwellings:

- No more than one dwelling (including any existing dwellings) must be established on each of the tenements of land held in common ownership as shown on the Restructure Plans. Allotments in common ownership (tenements) are identified by a letter of the alphabet on the Restructure Plans.
- If a planning permit is granted for a dwelling, a condition must be included on the permit that all land within the tenement be consolidated to form a single allotment.

The Council submitted:

*These precincts are all in the Farming Zone and are currently used for a range of rural uses. They are each distinctive from the larger lots in surrounding areas, and in some cases, represent on paper the layout of an urban settlement. For various reasons these properties have never been developed for the purpose of settlements (or at a density representative of settlements). The Restructure Overlay is intended to restrict further fragmentation by the sale of individual lots to different owners for development of a dwelling. Whilst in each instance a planning permit would be required for a dwelling on a lot below 40 hectares in area under the Farming Zone provisions, the Restructure Overlay was considered desirable to clearly flag to current and future land owners the intention that development of these concentrations of lots for dwellings was not considered appropriate on planning grounds.*

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<sup>19</sup> The document *Old and Inappropriate Subdivisions in the Colac Otway Shire (2012)* would be listed as an incorporated document within Clause 81.01.

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Council responded to a query from the Panel that it was not intended that dwellings would be routinely supported on each tenement affected by the RO. It put forward the additional text for inclusion in the incorporated Restructure Plan to clarify the planning intent (see discussion below).

### Discussion

The Panel agrees with Council that the provisions of the FZ, other overlays and planning policy apply in addition to the RO. Whereas in some planning schemes Restructure Plans specifically address the consolidation of multiple tenements and/or development envelopes in response to the identified constraints, in this instance the RO is intended to maintain the planning framework established in the planning scheme while avoiding:

- Further fragmentation of the ownership of the land;
- The proliferation of residential uses on the old and inappropriate subdivision lots in the FZ ; and
- Prospective purchaser expectations that permits would be granted for dwellings on the small lots in these subdivisions.

The Panel considers that additions to the incorporated Restructure Plan should clarify this intent. However, editing of the revisions put forward by Council at the Hearing is recommended (see Panel recommendations) to provide more succinct guidance that does not attempt to summarise the provisions the planning framework.

The Panel also considers that it should be clarified that the tenements identified relate to the ownership at the time the Plan was prepared and that it should be demonstrated as part of the application (rather than the approval) that other planning scheme provisions are satisfied.

### Panel Recommendations

Revise the incorporated Restructure Plan Document as proposed by Council with the following further changes:

- Under Strategic Basis

~~*The Restructure Overlay is not intended to imply that a planning permit for a dwelling would be supported on any land affected by the overlay or this Restructure Plan. Any planning permit application would still be required to demonstrate that it is legitimately required to support agricultural use of the land as required by State and local policies in the planning Scheme and the requirements of the Farming Zone. The key purpose of the Plan is not to indicate that a planning permit would be supported on each of the areas indicated in the Plan, rather to prevent the development of more than one dwelling on tenements that existed at the time the Plan was prepared assuming one was existing, or approved by a planning permit.*~~

- Under Requirements

~~*3. An application for a permit for a dwelling approval must demonstrate that the requirements of the Farming Zone, applicable overlays, and relevant local and State planning policies have been are satisfied*~~ (After the exhibited 2<sup>nd</sup> paragraph).

~~Nothing-It should not be inferred in that this pPlan about indicates that support any planning permit application being supported on any land affected by this Plan will be supported – the merits of applications will be assessed under the relevant planning scheme provisions based on their merits.~~

### 3.2 Pirron Yallock

Pirron Yallock is approximately 14km west of Colac on the Princes Highway. The existing TZ area comprises an hotel, a community hall, 13 dwellings, and approximately 22 undeveloped lots. There are limited services with no gas, reticulated sewerage or water. Land to the west and north of the existing settlement is now primarily used for grazing but at some point was subdivided into approximately 95 lots ranging from 1,000sqm to 2.1ha. The land along the creek is subject to flooding.

The exhibited restructure plan is shown in Figure 6.

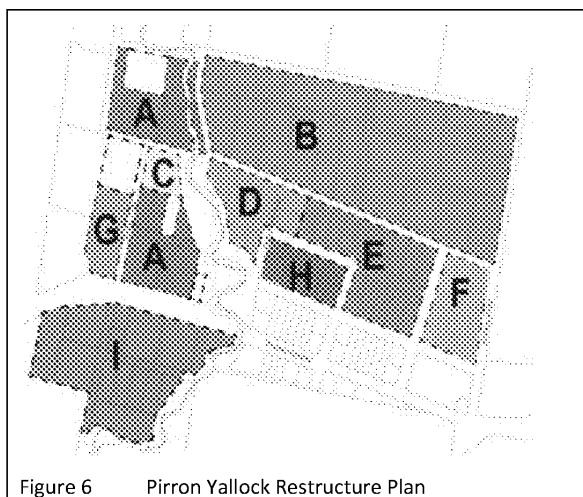


Figure 6 Pirron Yallock Restructure Plan

#### 3.2.1 Submissions

Brief written submissions from C L Kuek and Xian Tun Meng & Guang Min Wang, referred to the area being sub-divided long ago; identified houses nearby, including a house near an electricity pole; and sought reconsideration of Amendment C69. The submitters' properties are to the west of the Pirron Yallock Creek on the northern side of the Princes Highway and appear as 'excisions' from Lot A on the Restructure Plan. The Panel was advised that the transfer of the Tenement A lots fronting the Princes Highway from Mr Branwhite to Meng and Wang was expected to be completed on 30 October 2012. These submitters were represented by Stephan Branwhite at the Hearing.

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Mr Branwhite owned Tenements A and his partner Elizabeth Stone, who also attended the Hearing<sup>20</sup>, owned Tenement C when the Pirron Yallock Restructure Plan was prepared. They continue to own this land, except for the parcel in the process of being transferred to the Meng and Wang, but the two lots adjoining the creek in the northern portion of Restructure Plan Tenement A have been transferred from Mr Branwhite to Ms Stone<sup>21</sup>.

Mr Branwhite advised that their enquiries to Council before buying the land had not foreshadowed that obtaining permits for houses would be a problem. He referred to their attempts to gain permits for houses on the land owned by himself and Ms Stone in order to facilitate their plans to develop the land as a vineyard, winery, and, possibly, a restaurant. Mr Branwhite focussed on the impact of mounting defences against Council actions to enforce the planning scheme on their resources and their capacity to implement their plans. He submitted that the land provided a good opportunity for a satellite settlement, having highway frontage, no WMO/BMO applies to the land, the area affected by flooding overlays has been reduced since they bought the land (Amendment C12) and the train line is 1.5km away (as the crow flies). Mr Branwhite and Ms Stone also expressed frustration that they have paid residential rates on their lots but have been unable to obtain permits to build a house on their lots.

Mr Melville sought further rezoning to accommodate subdivision of his property in McCorkell's Road, Pirron Yallock. The land is immediately to the north of Tenement B on the Pirron Yallock RO area (east of the Pirron Yallock Creek). A note on the brief written submission indicated it would be withdrawn if a zoning change would allow him to build on smaller lots in the future.

Council did not support these requests as the lots are not considered appropriate for rezoning or further subdivision/development for housing due to their small size and environmental constraints, including flooding potential. Whilst Amendment C12 reduced the extent of the Land Subject to Inundation Overlay the land is low, the area is designated as 'Farmland of Strategic Significance' in the MSS, and the Rural Living Strategy confirms both the low demand for housing at this location and poor provision of community infrastructure and commercial facilities. Council considers it is preferable to direct population growth to other towns with more developed facilities such as Cororooke, Coragulac or Alvie.

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<sup>20</sup> Ms Stone and Mr Branwhite are partners and Ms Stone owns some of the lots affected by the Restructure overlay. At the Directions Hearing the Panel provided Ms Stone with the opportunity to make a late submission and advised that a late request to be heard at the Hearing would be accommodated. Although Ms Stone did not take up this offer she did attend the Hearing and assisted Mr Branwhite with his submissions.

<sup>21</sup> At the Hearing a plan showing Council's understanding of the ownership of land to the west of the creek was updated on the advice of Mr Branwhite who indicated that the two lots adjoining the creek in the northern portion of Restructure Plan tenement A have been transferred to Ms Stone and the transfer of the lots fronting the Princes Highway to Meng and Wang was expected to be completed on 30 October 2012.



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Council advised that dwelling applications have been refused by Council and upheld at VCAT<sup>22</sup> for land owned by Mr Branwhite and Ms Stone in the area of the proposed RO. The applications were refused on the grounds that development of small lots would not support an agricultural land use and were inconsistent with planning policy. Enforcement proceedings relating to structures on the land have progressed through VCAT and the Magistrate's Court with an appeal to the County Court upholding the prosecution.

### **3.2.2 Discussion**

The Panel emphasised at the Hearing that its role relates to the planning merits of Amendment C69, including the proposed RO, and does not extend to enforcement proceedings or the past refusals of applications for permits to build houses on the lots proposed for restructure. The VCAT decisions referenced above set out background information that the Panel has read but will not repeat here.

The Rural Living Strategies and Amendment C69 propose:

- Recognition through rezoning to RLZ of areas in the FZ where rural residential use is established; and
- Providing for limited growth opportunities in towns with established community facilities and infrastructure, apparent consumer demand and few environmental constraints.

Justification for a departure from these principles in Pirron Yallock has not been established. The Panel agrees with the assessment in the Rural Living Strategy that Pirron Yallock does not satisfy these criteria and that other towns, such as Colac-Elliminyt, Coragulac or Beeac, provide a better basis for growth. Further, the potential for land use conflict with vineyards, a winery and, possibly, a restaurant (in conjunction with these uses) as proposed for the land to the west of the Pirron Yallock Creek would increase with the development of rural residential use on multiple lots, which can be bought at some time by unrelated parties. This potential for land use conflict could impose additional constraints on the operations of the productive uses and undermine the purpose of the FZ.

Submissions have not persuaded the Panel that rezoning of additional land at Pirron Yallock to either the TZ or RLZ should be supported.

While unsuccessful permit application and enforcement processes may well have been a factor in the lack of progress in implementing plans for the land to the west of the creek, submissions at the Hearing reaffirmed the concern expressed by VCAT in 2009 that *'... from what has occurred on the ground I can only conclude that this (the intention to develop a vineyard, a winery with wine sales, and, possibly, a restaurant) is a dream which Mr Branwhite has not carefully thought through.'* The attempt to plant a relatively small number of vines failed, no progress has been made in the establishment of a vineyard since the 2009 VCAT Hearing and an invoice (dated September 2012) was tabled for what is a very small number of vines (600) on which to base the winery and wine sales plans. At the Hearing, Mr Branwhite's submissions suggested a large volume of wine exports to China (1

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<sup>22</sup> See *Branwhite v Colac Otway SC [2010] VCAT 890* (19 May 2010) and *Stone v Colac Otway SC [2009] VCAT 2251* (23 October 2009).



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billion bottles/annum) may be foregone due to planning constraints and emphasised the broader economic consequences. The potential sales suggested are extremely optimistic and indicate that Mr Branwhite had little appreciation of the competitive nature of the wine export market, even for highly experienced wine producers. Further, at the Hearing Mr Branwhite referred to the possibility of buying in low cost bulk wine from his contacts. A reliance on the sale of wine produced off-site would break the required nexus between the agricultural, winery and dwelling uses.

The Panel considers the Restructure Plan for the area adopted a reasonable approach by recognising tenements that existed at the time the plan was prepared. Lots have since been transferred between Mr Branwhite and Ms Stone and the Panel was advised that the sale of lots fronting the Princes Highway to Meng and Wang was in train. The outcome appears to be that a total of seven tenements<sup>23</sup>, compared to three when the Restructure Plan was prepared. The purpose of these transactions is not entirely clear to the Panel but they do not appear necessary to advance plans for a vineyard and winery proposal, nor consistent with advice from Mr Branwhite that he had offered to consolidate lots. Nor is it clear to the Panel:

- What the submitters Meng, Wang and Kuek intentions are for their lots in the proposed RO (including the land fronting Highway in the process of being transferred); or
- Whether they appreciate the implications for use and development of the zoning of the land.

The Panel agrees with submissions from Council that the RO has an important function to avoid prospective purchaser decisions based on poorly informed expectations for rural residential or other forms of development of lots in the restructure area.

### **Rating Issues**

Panels often hear submissions in rural areas of Victoria that express strong resentment that rates are paid for many years on the basis the land is '*residential*' but permits cannot be obtained for dwellings on small lots; and that valuations to determine rates have not taken account of the inability to build a house.

Issues associated with municipal rates are beyond the scope of this Panel. However, we note that all Councils are obliged<sup>24</sup> to define land less than 2.0 ha in area as residential land for rating purposes. While legislation may require small lots to be rated as residential, when determining the valuation for rating purposes there is also a requirement to take into account, amongst other things, the highest and best actual and potential use and development of the land, together with the effect of the planning scheme (or other forms of

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<sup>23</sup> The planning scheme definition of Tenement in Clause 72 is:

*Land comprised in:*

- a) a lot which does not adjoin another lot in the same ownership; or*
- b) lots in the same ownership and which adjoin each other.*

*Lots are considered to adjoin each other if they are separated only by a stream, stream reserve, or unmade or unused government road or rail reserve.*

<sup>24</sup> Section 2(1) *Valuation of Land Act 1960*.

regulation)<sup>25</sup>. It could be anticipated that valuations (and therefore rates charged) would reflect whether a house can be developed on a small lot land. As Council noted, there is a review process that enables valuations to be challenged.

### **3.3 Cressy**

#### **3.3.1 Submissions**

Paul Lamont objects to the application of the RO to land he has owned for approximately two years on the south side of Old Station Street (Restructure Plan Tenement A comprising 79 lots). The submitter also owns adjoining land to the west in the TZ (see Figure 7).

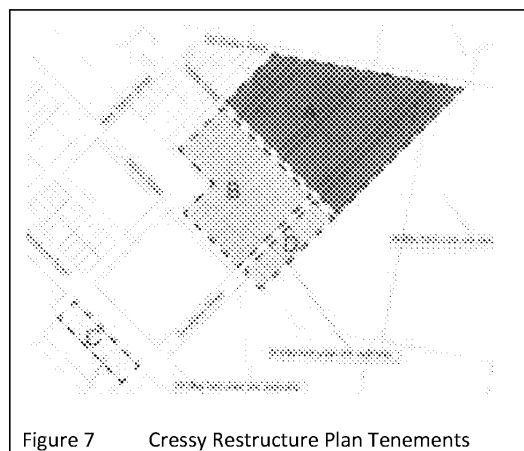


Figure 7 Cressy Restructure Plan Tenements

In the future Mr Lamont proposes to seek rezoning of the land from the existing FZ to LDRZ. It was submitted that:

- Planning policy and rural residential guidelines direct rural residential development to areas, such as the Lamont land, that are directly associated with established settlements and are not highly productive.
- Recent planning initiatives, such as the G21 Regional Growth Plan, anticipate significant growth in the region.
- Cressy presents an opportunity to provide affordable growth options with excellent access to major transport infrastructure but the restrictions under the existing rural zoning combined with the proposed RO will contribute to the decline of the town.
- The town was identified in the Rural Land Strategy as a settlement in the least constrained category and is in commuting distance of Colac and Ballarat.
- Although there is a significant supply of lots in the TZ, the provision of larger lots would enhance the capacity of allotments to be self sustaining and add to the variety of housing options available.

Council submitted that the Rural Living Strategy did not support any rezoning in Cressy due to a clear lack of residential or rural residential demand and the significant existing supply of

<sup>25</sup> Section 5A *Valuation of Land Act 1960*.

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lots. The application of a RO is proposed to limit ad hoc development of small lots adjoining the town, with the aim of encouraging infill development within the existing town boundary. Council noted that, should demand in Cressy increase in the future, removal of the RO, rezoning and re-subdivision of the land could be considered.

### **3.3.2 Discussion**

The existing configuration of lots in Tenement A on the Cressy Restructure Plan is clearly an inappropriate legacy of subdivision that occurred almost 100 years ago and has never been developed.

The very dispersed nature of the Cressy township with many vacant lots providing infill opportunities is indicative of low levels of demand for housing. The Panel agrees with Council that further ad hoc residential development beyond the existing TZ has not been justified.

The Panel endorses the application of the RO to Tenement A in Cressy to ensure that fragmentation of the land and an even more dispersed settlement pattern do not occur. This does not preclude the possibility in the future to consider a rezoning proposal but the starting point for evaluation of any rezoning request would be the planning framework established by the FZ and treatment of the tenement as a single entity.

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## 4 Other Areas

### 4.1 Back-zoning of land at Christies Road, Elliminyt

#### What is the issue?

Should land in Christies Road be rezoned from LDRZ to FZ?

#### 4.1.1 Submissions

The written submission on behalf of Pasquale Sgro objected to the proposed back-zoning of land at Christies Road from LDRZ to FZ. The land is located 400 metres south of the Colac township boundary (Harris Street) and is opposite the Colac racecourse and golf course. The submission argued that there is a distinction between low density residential development and rural living development and the future of the land should have been considered within a wider Colac Urban growth context. It was submitted that it would be wiser to treat land immediately north of the Sgro property as a rural residential infill opportunity.

Council submitted that the current LDRZ at Christies Road is inconsistent with surrounding land uses and the land is not linked to urban development closer to Colac. It was submitted that the Amendment C55 Panel Report, the Rural Living Strategy and VCAT have confirmed the view that rezoning of the land back to FZ is appropriate.

#### 4.1.2 Discussion

##### The Proposed Back-zoning from LDRZ to FZ

The zoning of land, together with planning policy and overlays in the planning scheme, guide land use and development expectations and people make decisions on that basis. The Panel considers it is in the public interest to ensure there is clear justification for changes to planning scheme provisions that substantially reduce reasonably held development expectations.

The Panel did not have the benefit of submissions at the Hearing from landowners affected by the proposed back-zoning and has relied on the brief written submission, Council advice, its review of the planning history of the land and inspections of the locality. The Panel's understanding of the planning history of the land proposed to be back-zoned is set out below:

- The planning controls that existed immediately prior to the introduction of the new format scheme (Rural 4 Zone) specified a minimum lot size of 0.75 ha and an average lot size of least 2 ha under the rural residential zone that then existed.
- The Panel that evaluated **the New Format Planning Scheme** specifically considered the translation of the former zoning of the subject land to LDRZ and recommended:

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*...consider the introduction of Development Plan Overlays over land included in the Low Density Residential Zone to the west of the racecourse and other sites with an existing two hectare minimum lot size;....<sup>26</sup> (Page 139).*

- The **Colac Structure Plan February 2007** makes no specific changes or recommendations with respect to the subject site.
- **Amendment C51** proposed to amend the schedule to the LDRZ by introducing a 2ha minimum lot size for the land currently proposed for back-zoning<sup>27</sup>. The C51 Panel concluded:

*There is no strategic support for the amendment to increase minimum lot sizes in the two Low Density Residential Zone areas contained in the existing State and Local Planning Policy Frameworks.*

*There is no strategic support for the amendment in the Colac Structure Plan. An in-house assessment of appropriate minimum lot sizes subsequently undertaken by Council is primarily based on the historic planning controls that existed nine years ago under the old format planning scheme. It contains no other significant analysis or assessment to justify the increase in minimum lot sizes proposed by the amendment.*

*The justification for the amendment is at odds with at least three fundamental principles for the construction of new format planning schemes.*

*There is insufficient justification for the amendment on the basis of an existing or preferred neighbourhood character. The Planning Authority has simply assumed without any supporting analysis of other factors that a decrease in development density will lead to a better character outcome.*

*There is no broader urban design framework or strategic plan or other justification that suggests that there should be a lowering of densities in rural residential areas the further one proceeds from the centre of Colac.*

*Whilst there is an abundance of undeveloped rural residential land in and around Colac, in the absence of any discernible benefit derived from increasing the minimum lot sizes, to increase the minimum lot sizes would be a waste of that land for no readily apparent reason. In addition, the amendment is likely to result in a lack of diversity of rural residential lots between 0.4 and 1.2 ha in the Colac area.*

*The amendment is not required for native vegetation protection, land capability or erosion management purposes.*

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<sup>26</sup> At the time the Victoria Planning Provisions did not provide for a schedule to the LDRZ that would enable larger lot sizes than the 0.4 ha default provision. The schedule to the zone now provides for this.

<sup>27</sup> Amendment C51 also proposed a minimum lot size for another area of LDRZ land in areas in Elliminyt.

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*The Panel is satisfied that the land can be serviced with respect to water supply and on-site treatment and disposal of wastewater under the existing minimum lot size.*

*The Panel, however, considers that any future development of the presently undeveloped areas in the affected zones should provide a variety of lot sizes and there should not be a predominance of 0.4 ha lots or lots marginally larger.*

- The **Amendment C55** Panel Report<sup>28</sup> noted that the land in Christies Lane has been zoned Low Density Residential a considerable time but has not been developed. The discussion in support of the C55 Panel recommendation to back-zone this land was limited to:

*This land is not contiguous to the town and the Council advised that there has been no interest from the landowner in developing the land. We consider that it is preferable that future urban development be located on land contiguous to existing urban development. Development of relatively isolated sites should not be supported due to their possible distortion of the provision of infrastructure services and the setting of precedents for other non contiguous developments.*

***We think that it is prudent to test the interest of the landowner in the development of the land by exhibiting an Amendment that proposes to rezone the land to the Farming Zone. Such an action would need to be reflected in the Colac Framework Plan in Clause 21.03-2 (Emphasis added).***

- From a **Victorian Civil and Administrative Tribunal decision in 2009**<sup>29</sup> it appears that separate applications were lodged to subdivide both LDRZ parcels of land in this locality. VCAT affirmed the Responsible Authority decision to refuse an application to subdivide<sup>30</sup> part of the LDRZ land (90 Christies Road) that is now proposed for back-zoning to FZ. The Tribunal was satisfied that access, infrastructure and drainage issues could be adequately addressed through permit conditions but provided the following reasons in support of refusal of the application to subdivide the land:

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<sup>28</sup> Pages 64-67 Amendment C55 to the Colac Otway Planning Scheme Report of Panel.

<sup>29</sup> Slater v Colac Otway SC [2009] VCAT 2288 (30 October 2009) reviewed the Council decision to refuse an application to subdivide the land on the following grounds:

*The proposed subdivision of the land for low density residential development is premature and does not achieve an orderly and proper planning outcome.*

*The proposed subdivision does not demonstrate how the interface will be managed between the proposed development and the adjoining Farming Zone land.*

*The proposal is incompatible with surrounding land uses and the existing settlement pattern in the area.*

*Proposed access is inappropriate as it is not wholly contained within the site. The proposed road reserve is of insufficient width to accommodate access, associated infrastructure and service provision.*

*The application does not satisfactorily address infrastructure and drainage requirements.*

<sup>30</sup> The VCAT decision relating to subdivision of 90 Christies Road into 19 lots referred to an application to subdivide the Sgro land at 70 Christies Road into 65 lots.

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10. *I am strongly of the view that the subdivision of this land and the adjoining property to the north surrounded as they are by rurally zoned land do not have policy support for subdivision. In my view supporting the subdivision would entrench an inconsistency which would be a fetter to future strategic planning for Colac Shire.*
11. *Ms Sorensen provided an analysis of the availability of residential land within the Colac township and surrounding areas. Even given the rough nature of the estimation it is clear that there is more than a 10 year supply of residential land within the area and consequentially there is no supply and demand reason as to why the subject site should be developed at this time.*
12. *In conclusion I accept that the zoning of the land does provide the potential for subdivision. It has however to be accepted that such subdivision requires a permit and it is the Tribunal's determination that a permit is not warranted given the relative isolation of this land from any other residentially zoned land. It may be that in the future the strategic planning for the area will change the context in which this land at present finds itself. There is however in my view no justification at this time for permitting the subdivision requested.*
13. *The Shire's Strategic Planner post the hearing forwarded a proposed draft schedule to the Erosion Management Overlay showing it located over a section of the subject land. I have not had regard to this information in coming to my final determination.*
- The **Rural Living Strategy 2011** noted that planning approval for subdivision of the LDRZ land on Christies Road has not been granted and that VCAT determined in 2009 to support refusal of the subdivision. The back-zoning of 70 and 90 Christies Road that is now proposed was recommended on the basis that the land *'is not well connected with the town and isolated from existing services'* and *'Land included in the LDRZ on the west side of Christies Road is isolated and remote from the township and fails to meet the tests of Ministerial Direction No 6, on this basis it is recommended this be back zoned to Farming Zone.'*

The New Format Planning Scheme Panel adopted a view that the previous average 2ha lot size should be maintained for the land in question. The intensity of development under the LDRZ was subsequently specifically considered by the Amendment C51 Panel, which concluded that an increase in the minimum lot size had not been justified. It appears to the Panel that the C55 Panel expressed concern about the maintenance of a long standing zoning in a location that did not abut the urban area in the absence of an expressed intent to develop the land. In the absence of submissions from the affected owners, the C55 Panel advocated testing the interest in developing the land through a rezoning proposal and the response was an application for subdivision. The Panel sees the reasons in the VCAT decision to refuse the subdivision application as relating more to the existing zoning than the purposes of the LDRZ and the applicable decision guidelines.

The Panel is concerned that the basis for the rezoning has been presented in the broadest of terms. We agree with the written submission on behalf of Mr Sgro that the future of the



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LDRZ land and the land in the immediate vicinity, particularly the land to the north (between the LDRZ and existing RLZ), should be evaluated in the context of plans for the Colac urban area. This should occur through the proposed Structure Plan review process.

**Panel Recommendation**

**Evaluate the appropriate future zoning of 70 and 90 Christies Road, Elliminyt and land in the immediate vicinity as part of the review of the Colac Structure Plan.**

**4.2 Johanna**

**What is the issue?**

Should smaller lots in the Johanna locality be rezoned from RCZ to recognise existing land use and provide opportunities for rural residential use?

**4.2.1 Submissions**

Chris Harkin and Stephen Hart advocated rezoning land in the Johanna area from RCZ to RLZ in recognition of the existing pattern of development and the implications of steep topography for farming. The submitter referred to smaller lots (less than 40 ha), which are occupied by dwellings and tourism related uses, effectively reducing the potential for the land to be used for agricultural production.

Council acknowledged there is a mix of farming, scattered rural residential development (the majority of existing rural residential development is focussed around Blue Johanna, Red Johanna and Aire Settlement Roads), pockets of significant remnant native vegetation, and timber plantations in the Johanna locality. Council considers ad hoc residential development is not to the extent of identified clusters. It does not support reinforcing the intensity of the existing levels of development given environmental constraints and the limited services available. There is no reticulated sewer, water or gas and negligible community and commercial infrastructure.

**4.2.2 Discussion**

The Panel agrees with the assessment on the Rural Living Strategy which does not support rezoning in Johanna on the basis that it is remote from services, and additional rural living development would further fragment the landscape and undermine the objectives of the RCZ. The Panel also notes that Johanna is an area with significant land stability problems where landslips are a common hazard on the steeper land.



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### **4.3 Kawarren**

#### **What is the Issue?**

Should the RLZ enable the subdivision of 20 Riches Access Kawarren?

#### **4.3.1 Submissions**

John and Anna Cross supported the proposed RLZ of their property in Kawarren.

Mr Lindsay Riches supported the rezoning of his 44 ha property at 20 Riches Access to RLZ but objected to the 23 hectares minimum subdivision lot size. He considers the restrictions are inequitable as his land is surrounded by smaller lots. Mr Riches stated his decision to buy the property in 1984 was on the basis that it could be subdivided, as it was identified for small lot subdivision, the design provided for another access to complete the subdivision, and subdivision was not opposed by the Water Authority.

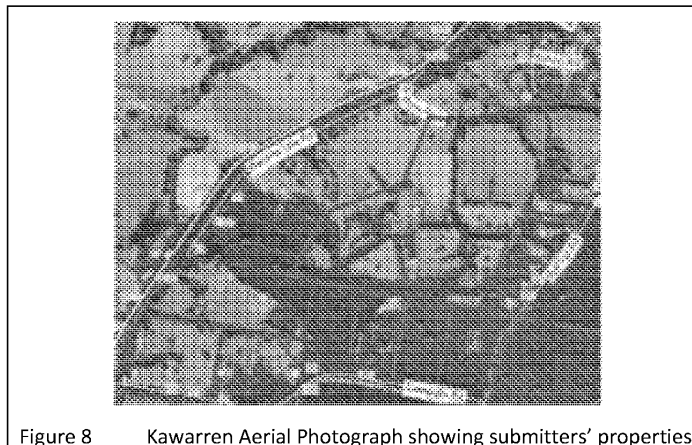


Figure 8 Kawarren Aerial Photograph showing submitters' properties

Council submitted that the Rural Living Strategy identified the growth potential of Kawarren as low, with further subdivision within the cluster to be discouraged due to its isolation, the lack of services and infrastructure and its location within a special water supply catchment. The cluster has been proposed for rezoning to RLZ to reflect the existing land use but the cluster-specific minimum lot size of 25 ha for Kawarren was proposed to specifically restrict subdivision of 20 Riches Access.

#### **4.3.2 Discussion**

The Panel recognises that the risk from bushfire is lower on the Riches' property than virtually all of the surrounding rural residential properties and its larger size means containment of waste on site is more likely. However, the size of the property enables productive use for agriculture and there is strong policy to manage the cumulative impacts of development on water quality in Special Water Supply Catchments. The Panel supports the exhibited provisions preventing subdivision of the property.

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## **4.4 Coragulac**

### **What is the Issue?**

Should the existing TZ be extended to land between the existing nodes at Coragulac and, if so, how should the rezoning be configured?

#### **4.4.1 Submissions**

Amendment C69 responded to submissions from the owners of 45-75 Ryans Lane (four vacant properties immediately to the east of the existing TZ) seeking extension of the recommended rezoning to LDRZ to include their land. Submissions from Mr Clarke at the Hearing on behalf of the landowners<sup>31</sup> supported the proposed rezoning of these Ryans Lane properties to LDRZ in the exhibited Amendment. He noted the demand for rural residential development in Coragulac, its proximity to Colac, access to established infrastructure and services in Coragulac, and the limited potential for the small parcels to be used for cropping or dairying.

The only objecting submission was from Mr Hore who owns 29.6 hectares on the eastern side of Corangamite Lake Road (No 800). The land has a frontage to Corangamite Lake Road and extends beyond the former railway line. Mr Hore emphasised that he bought the land to farm it and intends to continue that use. He acknowledged Council's assurances in response to his original concerns, namely that the rating category will not change as a result of the proposed rezoning to LDRZ<sup>32</sup> and that existing use rights enable the continued farming use of the land. Mr Hore supported the rezoning proposed in Ryans Lane, although he queried the rezoning of the two larger most easterly lots which have a boundary with the disused railway line. His first preference is to retain the whole of his property within the FZ, arguing the existing distinction between existing settlement nodes would be maintained. He also raised concerns about his land being placed in two zones if the proposed rezoning proceeds.

Mr Hore questioned the use of the former railway line as the basis for the boundary to the proposed zone as it has a minimal physical presence. Mr Clarke agreed the railway line provides a weak boundary but submitted that it is a logical feature to establish the southern extent of the zone.

#### **4.4.2 Discussion**

Land surrounding Coragulac is high quality agricultural land which is in the area nominated as farmland of strategic significance in the MSS. As Coragulac is one of the few settlements in the Shire nominated for expansion, albeit at a moderate level, the Panel considers the loss of a limited area of land to low density residential development is acceptable.

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<sup>31</sup> D & J Demasi, D & H Osborne, P & J Fenton, R & C McNamara.

<sup>32</sup> Rating issues are beyond the scope of the Panel. It is noted that the rating category may be unchanged but additional development potential may affect the valuation on which the rates charged are based.

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The two issues in contention relate to the zoning of the Hore and McNamara (75 Ryans Lane) land. The Panel agrees with Council that there is merit in providing for consolidation of development in Coragulac by applying the LDRZ and TZ to land between the two existing nodes. This includes the Hore land which has a frontage of 242 metres to Corangamite Lake Road. However, we do not consider it necessary for the whole of the Hore property to be rezoned to LDRZ. As discussed at the Hearing:

- Infill development to achieve the desired linkage between nodes could be achieved by rezoning the front of the Hore property LDRZ and retaining the rear portion in the FZ.
- The depth of the LDRZ should terminate to the west of the existing house. Any future subdivision would be designed to recognise the zone boundary and maintain access to the existing house on the FZ lot from Corangamite Lake Road<sup>33</sup>.

In relation to the McNamara property, the exhibited zoning is not ideal as it places the property in two zones, with an LDRZ applying to the smaller portion to the south of the disused railway line and the FZ continuing to apply to the portion to the north. The Panel considered the implications of rezoning the whole of the property LDRZ but rejected this option as the northern portion would be a projection of residential land within the FZ and could establish inappropriate development expectations. As Mr Clarke submitted, in practical terms, the exhibited zoning would not alter the limited use and development options for this northern portion of the property that apply under the existing FZ. We note that the option of subdivision of the northern portion under Clause 64.03 would exist to facilitate transfer to adjoining properties but zone provisions and access would impose significant restrictions on development options and may well preclude development for a non-farming purpose. The Panel supports the exhibited zoning of 75 Ryans Lane, Coragulac.

#### **Panel Recommendation**

**Reduce the extent of the exhibited Low Density Residential Zone applied to 800 Corangamite Lake Road, Coragulac (the Hore property) to apply along the road frontage but terminating to west of the existing dwelling and retain the balance of the site in the Farming Zone.**

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<sup>33</sup> See Clause 64.03 Subdivision of land in more than one zone which provides that, subject to conditions, a permit may be granted even if one of the lots does not comply with the minimum lot size requirements of a zone.

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## **4.5 Barongarook**

### **What is the Issue?**

Should the subdivision of two houses on an existing lot in the proposed RLZ at Barongarook be facilitated?

#### **4.5.1 Submissions**

Jacki Robinson made the only submission relating to the proposed rezoning of land to RLZ at Everett Crescent, Robinson Road and Bushbys Road, Barongarook. Ms Robinson requested the ability to subdivide a single lot (approximately 1.7ha) with two existing houses<sup>34</sup> into two lots to allow the independent sale of each existing dwelling. The written submission noted that the subdivision would not have an adverse impact on surrounding properties as the houses already exist; each house has individual access, septic systems, gas, water, drainage, telecommunications etc.; and the houses are rated separately. The submission referred to the property comprising two titles (with one much smaller title) but details of these titles were not available to the Panel.

#### **4.5.2 Discussion**

Amendment C69 proposes to recognise the existing cluster of rural residential development at Barongarook but is intended to prevent further expansion of rural residential development in these types of clusters. In areas such as Barongarook, the Rural Living Strategy did not support planning controls that would allow further subdivisions due to the relative isolation, bushfire risk and the inefficiency of service provision.

The Panel sees merit in the arguments put by Ms Robinson. In this case a single two-lot subdivision within the cluster boundary may not have adverse impacts or undermine the strategic intent of the Amendment as the dwellings already exist within the identified rural residential cluster. However, we are reluctant to recommend a course of action on the basis of the brief written submission to the Amendment as we are not in a position to verify all aspects of the submission, such as the history of the establishment of the dwellings, existing title details, the capability of the land to contain waste etc. The options to allow such a subdivision of the Robinson property appear to be:

- To specify a minimum subdivision lot size that is specific to this site in the schedule to the RLZ.
- If there are two existing titles, an application could be made under either the existing FZ provisions (Clause 35.07-3) or the proposed RLZ (Clause 35.03-3) provisions which allow consideration of an application to create lots that are smaller than the minimum size specified in the schedule to the zone if the subdivision is the re-subdivision of existing lots and the number of lots is not increased.

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<sup>34</sup> The written submission noted that zone requirement in the 1990s required the house to be built elsewhere and transported to her parent's property, presumably under provisions relating to accommodation for dependant relatives

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**Panel Recommendation**

**Council give further consideration to the merits of providing separate titles for the existing houses at 2 Forans Road, Barongarook and the most appropriate mechanism to advance the subdivision proposal.**

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## 5 Amendment Drafting

In addition to matters discussed and recommendations in preceding chapters of this report, the Panel highlights for consideration by Council the following Amendment drafting issues, which were discussed at the Hearing:

### Clause 21.02 Vision

- The Panel queries the utility of the extremely broad municipal vision ‘*Council will work together with our community to create a sustainable, vibrant future*’ in guiding planning decisions.
- The dot points in the proposed rural living ‘Vision’ in Clause 21.02 are drafted as strategies that would be more appropriately addressed in Clause 21.03. The reference to the Rural Living Strategy in the Vision is not necessary. This provision could be revised as follows:

*Rural living development will occur in areas associated with settlements and established rural residential precincts where there are fewer environmental, social, land use and servicing constraints and impacts on productive farming uses are minimised.*

### 21.03 -1 Settlement General Strategies

- The expression of planning intent would be strengthened if the following objective was redrafted along the following lines:  
*To ~~provide direction regarding the preferred location for~~ rural residential and small town development to preferred locations.*
- It is the Panel’s understanding that infill development of houses on existing RLZ lots is envisaged but further subdivision is not generally supported. The underlined component of the following strategy should be reviewed to ensure it reflects the strategic intent:  
*‘Development within rural living areas ....and other than in Elliminyt any further intensification of dwellings within these areas should be discouraged’.*
- The strategy relating to the restructure of old and inappropriate subdivisions is not drafted as a strategy. It also includes elements that are objectives that are not reflected in the preceding clause. Redrafting as following is suggested:  
An objective: ‘*To minimise ad hoc development of unserviced old and inappropriate subdivisions in the Farming Zone.*’  
Revise the related strategy to: ‘*Restructure ~~of~~ existing lots in old and inappropriate subdivisions in Cressy, Gerangamete, Pirron Yallock and Irrewillipe ~~is needed~~ in order to minimise development, retain the land in agriculture, prevent further servicing problems and avoid ad hoc development outside designated settlement boundaries.*’

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#### 21.03-7 Forrest

- The overview should include reference to the Forrest Structure Plan and its key findings.
- The second objective should refer to the Structure Plan in the clause rather than the originating document.
- The second and third strategies relate to further work, which should be addressed in Clause 21.06. An alternative strategy could be included to the effect:

*Maintain settlement boundaries shown on the Structure Plan in this Clause pending detailed strategic assessment of bushfire risks and potential measures to manage bushfire risk for the town and broader area.*

#### 21.03-8 Smaller Towns

- The sixth and seventh strategies in the exhibited version of the Amendment relate to further work and should be addressed in Clause 21.06. Alternative strategies to express the policy intent could be to the effect:

*Maintain existing township zonings in Alvie, Cororooke and Beeac pending the preparation of town plans.*

*Maintain existing township zonings in Gellibrand and Beech Forest pending further strategic assessment of the potential for expansion having regard to bushfire risk and effluent management.*

#### 21.03-9 Rural Living

- The Overview should be revised to clarify that the Rural Living Strategy provided the basis for policy in the Clause, rather than imply planning policy sits outside the planning scheme. Redrafting to the following effect is suggested:

*The Rural Living Strategy provides ~~clear~~ the basis for policy on the use and development of land for dwellings and subdivisions in rural areas. ~~and has~~ It identified ....*

- Strategies should not rely on external documents. Reference documents are intended only to provide background information. As DPCD<sup>35</sup> indicates:

*A reference document merely points the reader to background or supporting information that will assist in understanding the basis for the MSS. It has no statutory status and is not a substitute for appropriate policy content in the scheme itself. **Specific planning requirements should be extracted from a reference document and included in the scheme in an appropriate way** (Emphasis added).*

The Panel considers relevant strategies should be extracted from the Rural Living Strategy and included in the planning scheme.

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<sup>35</sup> PN04: Writing a Municipal Strategic Statement, September 2010.

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**Clause 21.05-1 Agriculture**

- The Panel queries whether the extensive information in the Overview that is derived from the Rural Land Strategy is necessary. Editing is suggested to include only information that will directly inform planning decisions, with those seeking additional information referring to the reference document.
- The second strategy under Land Management should read '*Ensure that existing dairying and other agricultural producers are ~~supported~~ protected from encroachment by conflicting development such as hobby farms.*'
- The intent and meaning of the following decision guidelines should be clarified as follows:  
*Whether ~~the land requirements of the proposed agricultural activities compromise the commercial agricultural activities of the existing farm~~ are compromised by ~~through~~ a reduction in the size of the existing farm, which may include a tenement or multi-lot holding.*

**Panel Recommendation**

**Review the drafting of the MSS to address issues raised by the Panel in Chapter 5 of this report.**



## **Appendix A List of Submitters**

| Submitter                                                                                                |
|----------------------------------------------------------------------------------------------------------|
| Urbis representing Armistead Saw Mills Pty Ltd.                                                          |
| John & Marea Baynes                                                                                      |
| Matt & Sharon Bradshaw                                                                                   |
| Forrest & District Community Group                                                                       |
| Barwon Water                                                                                             |
| Department of Primary Industries                                                                         |
| Matrix Planning Australia Pty Ltd representing D & J Demasi, D & H Osborne, P & J Fenton, R & C McNamara |
| J M & G M Clifford                                                                                       |
| John & Anna Cross                                                                                        |
| J C & G A Evans                                                                                          |
| Fadgyas Planning Associates representing Pasquale Sgro                                                   |
| Great Ocean Road Coastal Planning representing Paul Lamont                                               |
| John Frizon                                                                                              |
| CFA Barwon South West Region                                                                             |
| Chris Harkin& Stephen Hart                                                                               |
| Edward & Roselyn Hore                                                                                    |
| Rod & Lois Kemp                                                                                          |
| C L Kuek                                                                                                 |
| Ratio Consultants Pty Ltd representing Jeremy MacCreadie                                                 |
| L Melville                                                                                               |
| Xian & Guang ,Yun Meng & Ming Wang                                                                       |
| Ian Perkins                                                                                              |
| Val & Lindsay Riches                                                                                     |
| Jacki Robinson                                                                                           |
| Julie Smith                                                                                              |
| Kevin & Lynette Watts                                                                                    |
| J Wright & Sons                                                                                          |
| Ros Mainland and Bruce Upson                                                                             |
| Australian Property Partnership                                                                          |

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COLAC OTWAY PLANNING SCHEME

**21.02 VISION**

18/06/2009  
C55

**21.02-1 Municipal Vision**

--/--/----  
C69

The current Council Plan (2009-2013) has the following vision for the municipality:

- \* *"Council will work together with our community to create a sustainable, vibrant future".*

The Plan also identifies commitments and priority actions upon which Council will focus.

**21.02-2 Land Use Vision**

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C69

In terms of land use development, Council has a vision around the following key land use themes.

**Townships**

- The Colac Structure Plan (2007) includes the following vision for Colac:
  - Colac will be a thriving town with a vibrant town centre that takes pride in its Lakeside location, is responsive to the housing needs of its residents and offers a variety of opportunities for employment and economic development.
- The Apollo Bay Structure Plan (2007) includes the following vision for Apollo Bay, Marengo and Skenes Creek:
  - Apollo Bay, Marengo and Skenes Creek will remain as distinct coastal settlements, each with a separate identity and local character;
  - The natural beauty of the area, with its unspoilt beaches set against a dramatic backdrop of rolling hills, provides the overarching character which unites the settlements, and should be reflected in new development;
  - The seaside fishing village character of Apollo Bay, focused around a robust working harbour, is highly valued and this character should be preserved and strengthened by new development;
  - Change should take place in Apollo Bay, Marengo and Skenes Creek with a demonstrated commitment to healthy lifestyles and ecological sustainability, and be responsive to the natural environment;
  - The settlements should continue to provide for high quality living, offering improved community facilities and services, as well as economic development opportunities, for a self sustaining lifestyle.
- Major urban development will take place in the main, fully serviced centres of Colac and Apollo Bay.
- Urban development in Colac and Apollo Bay will be contained within settlement boundaries.
- Apollo Bay will develop to modest heights and scale and will provide a diversity of housing choice.
- Colac will develop to provide a diversity of housing choice.
- Major industrial and commercial development will occur in Colac.
- Less intensive residential and township development will take place in other, smaller settlements where identified in the Rural Living Strategy 2011 in a manner that contributes to the economic development of these townships and assists in maintaining existing infrastructure and services within these towns and support tourism growth.

COLAC OTWAY PLANNING SCHEME

**Cultural Heritage**

- The Koori culture of the Shire is acknowledged and will be celebrated.
- The Shire's significant cultural heritage resources will be conserved and enhanced.
- Any adaptation or development of heritage places or areas will be in a manner sympathetic to their significance.

**Rural living**

- Rural living development will occur in accordance with the Rural Living Strategy 2011. Development will occur in areas associated with settlements and established rural residential precincts where there are fewer environmental, social, land use and servicing constraints and impacts on productive farming uses are minimised.

**Agriculture**

- High quality agricultural land will be protected.
- Agricultural diversity and a sustainable forestry and timber industry will be encouraged in the region.
- Grazing and cropping farming practices are the preferred land uses in areas designated as "farmland of strategic significance".

**Tourism**

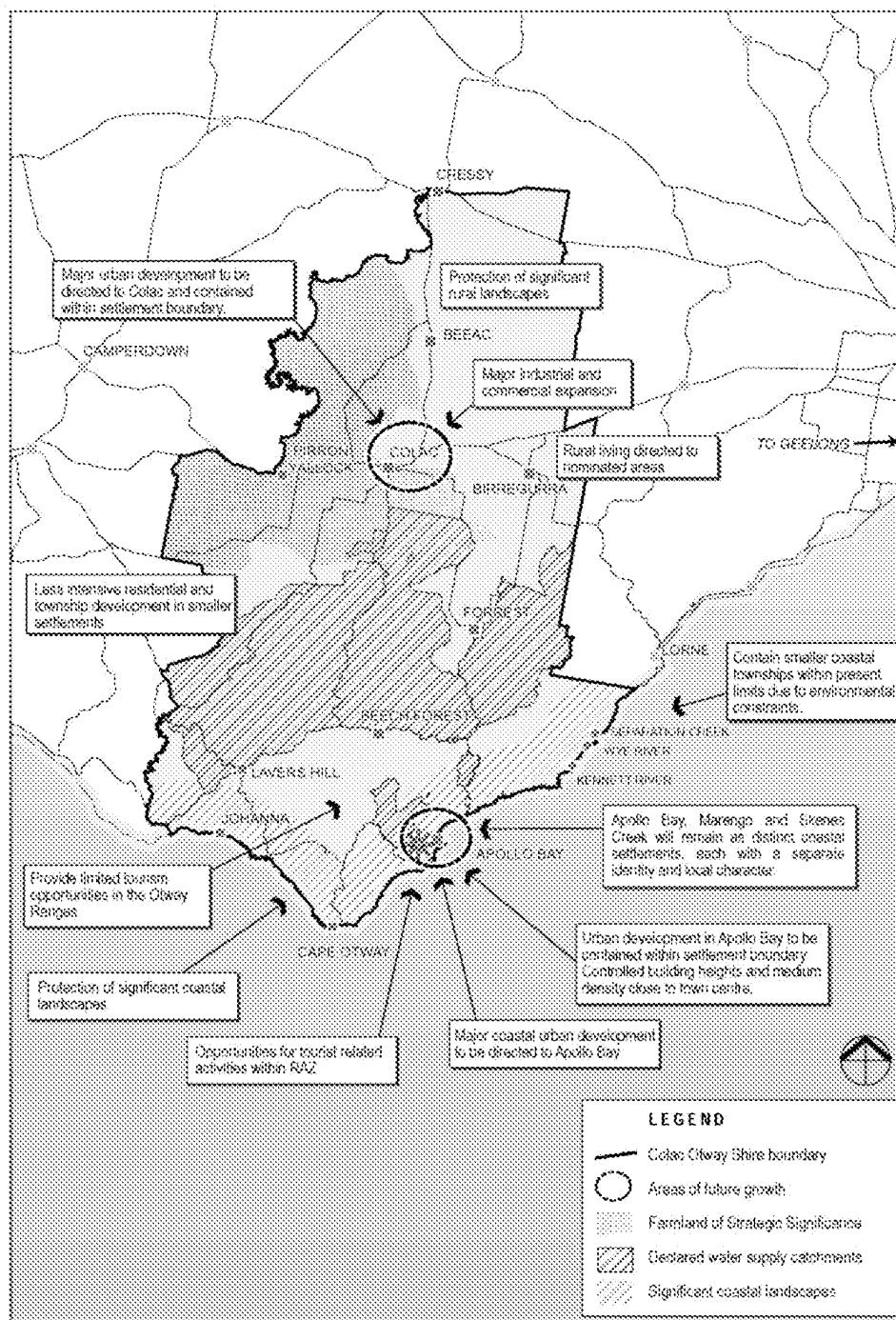
- Opportunities for tourism are provided to contribute to the growth of the Shire.
- Tourism growth will be managed sustainably and the environmental and landscape assets that attract tourists and new residents alike will be protected.
- Limited opportunities will be provided for tourist related activities in the Apollo Bay hinterland, around the Forrest Township and the Otways.

**Environmental features**

- Significant rural and coastal landscapes will be preserved and protected.
- Key natural assets such as declared water supply catchments, the coast, forested public land, rivers and watercourses, lakes and major geological features will be protected from inappropriate land use and development.
- Development will respond to environmental risks such as bushfire, flooding, landslip, erosion and salinity.
- Those natural, physical and amenity features that contribute to the character of the Otway Ranges and Coast will be protected and enhanced for future generations.

COLAC OTWAY PLANNING SCHEME

Colac Otway Strategic Framework Plan



COLAC OTWAY PLANNING SCHEME

**21.03 SETTLEMENT**

18/06/2009  
C55

**21.03-1 General**

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C69

**Overview**

- Colac is the major regional centre in the Shire for residential, service and manufacturing industry, retail, office services, recreation and education facilities.
- Apollo Bay is the major coastal urban centre in the Shire. It is experiencing high rates of development for both permanent and short-term (tourist) accommodation. It also provides a range of entertainment and recreational related facilities, including swimming, fishing, golf, cafes and restaurants.
- Colac and the coastal townships are experiencing increased rates of development.
- The management of residential, tourism and infrastructure development pressures is required, particularly in coastal areas.
- The development of the major towns in the Shire should take place in accordance with the recently completed Structure Plans for Colac and Apollo Bay.
- Smaller coastal settlements occur at Kennett River, Marengo, Separation Creek, Skenes Creek and Wye River, where development is expected to occur within current settlement boundaries due to various environmental constraints to growth.
- Other townships are located at Alvie, Barwon Downs, Beeac, Beech Forest, Birregurra, Carlisle River, Coragulac, Cororooke, Cressy, Forrest, Gellibrand, Lavers Hill, Pirron Yallock, Swan Marsh and Warrion.
- The future development of other townships in the Shire should proceed in a manner that contributes to the economic development of these townships, acknowledges and responds to environmental constraints and protects the broader landscapes within which these townships are located.
- Effluent disposal is a major problem in the smaller settlements, particularly in the peak periods with high tourist numbers.
- Rural residential living provides a desirable lifestyle for a number of residents and if appropriately located can reduce land use conflict in farming areas and contribute toward the economic development of small townships.
- The Rural Living Strategy (2011) has identified and designated suitable locations for rural living areas which do not take up high quality agricultural land and where an adequate level of services can be provided.
- The Rural Living Strategy highlights the role of small townships in accessing rural living land.
- A number of settlements have been identified with potentially suitable locations for additional rural living and township development subject to further investigation including Beech Forest, Gellibrand, Forrest, Alvie, Cororooke and Beeac.
- A number of de facto rural living areas have developed over a number of years on old subdivisions within the localities of Barongarook – Bushby's Road, Barongarook – Robinson Road, Barongarook – Everett Crescent, Barramunga, Bungador, Cororooke – Langdons Lane, Grey River, Irrewarra – Pyles Road, Johanna, Kawarren, Marengo – Alice Court, Petticoat Creek, Warncoort and Weeaprounah.
- A number of largely undeveloped, old and inappropriate subdivisions unsuitable for development are found within the Shire abutting the township boundaries of Cressy and Pirron Yallock and in the localities of Gerangamete and Irrewillipe – Swan Marsh-Irrewillipe Road.

COLAC OTWAY PLANNING SCHEME

- There is a need to encourage excellence in the design of new development, including the layout of subdivisions and the recognition of cultural heritage.

**Objectives**

- To facilitate the development of the various settlements in the Shire in accordance with the needs of each local community.
- To facilitate a range of developments in an environmentally sensitive way to provide greater residential choice.
- To direct rural residential and small town development to preferred locations.
- To provide limited opportunities for rural living development where these do not detract from the key environmental qualities of the region and do not cause land use conflict in farming areas.
- To minimise ad hoc development of unserviced old and inappropriate subdivision in the Farming Zone.

**Strategies**

- Ensure that there is sufficient fully serviced residential land to meet the needs of the existing and future population.
- Encourage future residential development into existing zoned and serviced areas to avoid an oversupply of residential zoned land and to make the most effective use of infrastructure services.
- Provide opportunities for the provision of a wide range of housing choices for residents, short-term holiday residents and tourists.
- Development within rural living areas should be contained within the existing Rural Living Zone land and further subdivision, other than in Elliminyt, should be discouraged.
- Restructure existing lots in old and inappropriate subdivisions in Cressy, Gerangamete, Pirron Yallock and Irewillips is needed in order to minimise development, retain the land in agriculture, prevent further servicing problems and avoid ad hoc development outside designated settlement boundaries.
- Ensure that development incorporates Environmentally Sustainable Development (ESD) practises.
- Promote a pattern of settlements in the coastal strip that balances between opportunity for growth and retention of environmental and cultural qualities.
- Restrict the expansion of other coastal settlements in accordance with environmental constraints.
- Ensure that development of the Colac and Apollo Bay airfields is not prejudiced by encroaching urban development.

**21.03-2**  
18/06/2009  
C55

**Colac**

**Overview**

A Structure Plan for Colac was adopted by Council (February 2007) and articulates the preferred development future for this key centre of the municipality and broader region. Key issues to emerge from the Structure Plan include the need for:

- A township boundary to clearly identify the extent of future development and enable the protection of valuable farming land that surrounds the township.
- Consolidation around the town centre and activity nodes taking into account heritage constraints.
- Provision of a secondary commercial node to cater for the growing area of Elliminyt.

COLAC OTWAY PLANNING SCHEME

- Retention and enhancement of Colac's heritage assets.
- Protection of Lake Colac from inappropriate industrial development.
- Provision of an adequate supply of industrial land consolidated in east Colac.
- An increase in the amount of public open space (both linear and non-linear) and development of policy direction supporting future open space provision for residential development.
- Better integration between Colac and Lake Colac through design features and foreshore development.
- Increased opportunity for recreational linkages between key activity areas including Lake Colac.
- Urban design improvements for the enhancement of the Colac Town Centre and main street.
- Improved traffic management in Colac.
- Strategies to create a precinct to focus community learning through a multi-purpose education, recreation and community precinct.
- There is a need to identify a heavy vehicle by-pass of the Murray Street retail centre.

**Objectives**

- To manage the growth of Colac consistent with its role as the major urban centre of the Shire.
- To enhance the built and natural environment of Colac.

**Strategies**

- Ensure that the development of Colac occurs generally in accordance with the strategic directions outlined in the Colac Framework Plan attached to this Clause.
- Encourage medium density development in the existing Colac town centre and ensure that infill housing proposals demonstrate that they are designed in a manner that is compatible and appropriate for the prevailing character and heritage values of the precinct.
- Create additional residential opportunities close to the Colac town centre.
- Provide adequate car parking to cater for commercial development.
- Retain heritage places and areas as significant components of Colac's character and attractiveness.
- Designate areas of rural land between Elliminyt and Colac (east and west of Colac - Lavers Hill Road) as rural lifestyle opportunities.
- Support an increase in the amount of usable public open space (both linear and non-linear) to support recreational land uses and linkages between activities.
- Discourage any additional or new industrial development adjacent to Lake Colac.
- Encourage the relocation of existing 'inappropriate' industrial uses out of the town centre.
- Identify new industrial opportunities in Colac East which provide areas suited to a diverse range of light to general industrial activities.
- Improve the appearance of existing industrial development in Colac to provide more attractive and inviting entrances to the town.
- Designate land in Elliminyt for a community / commercial node.
- Provide for commercial type uses on Colac-Lavers Hill Road.
- Provide opportunities for expansion of the east Colac Highway Business area.
- Enhance the west Colac Highway Business area.

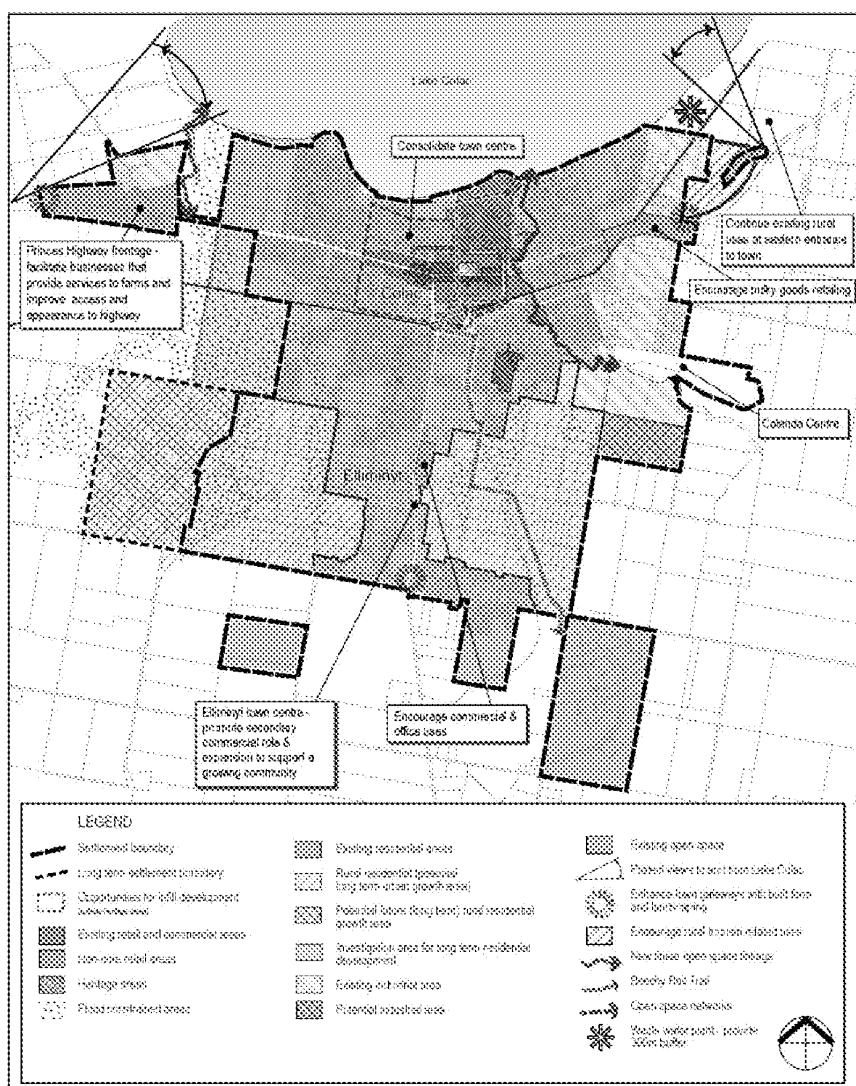


COLAC OTWAY PLANNING SCHEME

- Minimise the impact of the Colac Water Reclamation Plant on development on nearby land.
- Ensure that future use and development of the Colac Water Reclamation Plant is not detrimentally affected by allowing inconsistent and potentially conflicting development to occur within its buffer area.
- Create a multi-purpose education, recreation and community precinct to focus community learning.
- Investigate options for a heavy vehicle by-pass of the Murray Street retail centre.

COLAC OTWAY PLANNING SCHEME

Colac Framework Plan



COLAC OTWAY PLANNING SCHEME

**21.03-3 Apollo Bay and Marengo**

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C65

**Overview**

A Structure Plan for Apollo Bay (including Marengo and Skenes Creek) was adopted by Council (April 2007) and articulates the preferred development future for this key coastal centre. Key issues to emerge from the Structure Plan were that:

- Apollo Bay, Marengo and Skenes Creek are to remain as distinct coastal settlements with development to be contained within coastal settlement boundaries.
- Each settlement has a separate identity and local character;
- A key role of Apollo Bay is to provide a diversity of housing opportunities consistent with its identity and local character;
- The natural beauty of the area, with its unspoilt beaches set against a dramatic backdrop of rolling hills, providing the overarching character which unites the settlements, to be reflected in new development;
- The seaside fishing village character of Apollo Bay, focused around a robust working harbour, is highly valued and this character should be preserved and strengthened by new development;
- Change in Apollo Bay, Marengo and Skenes Creek should take place with a demonstrated commitment to healthy lifestyles and ecological sustainability, and be responsive to the natural environment;
- The settlements should continue to provide for high quality living, offering improved community facilities and services, as well as economic development opportunities, for a self sustaining lifestyle.
- Water supply is a potential constraint to the future growth of Apollo Bay which can only proceed subject to the demonstrated availability of an adequate water supply.

**Objectives**

- To develop Apollo Bay as an attractive residential community which provides a high quality environment as a significant tourist centre.
- To retain Apollo Bay, Marengo and Skenes Creek as distinct coastal settlements with their own local character.
- To ensure that the natural beauty of the area is reflected in new development.
- To preserve the seaside village character of Apollo Bay.
- To ensure that change demonstrates a commitment to sustainability and is responsive to the natural environment.

**Strategies**

- Ensure that the development of Apollo Bay and Marengo occurs generally in accordance with the strategic directions outlined in the Apollo Bay Framework Plan attached to this Clause.

**Settlement Character and Form**

- Consolidate the town centre of Apollo Bay, limit building heights and provide a greater diversity of accommodation at higher densities within and in close proximity to the commercial area.
- In the residential areas outside the town centre of Apollo Bay, limit building heights and ensure upper levels are well articulated to respect the character of the area and provide for a more traditional dwelling density to contribute to a diversity of housing choice.
- Require new development and streetscape works in the Apollo Bay town centre to build on and reinforce the fishing village coastal character of the township, and contribute to the creation of a vibrant public realm.

COLAC OTWAY PLANNING SCHEME

- Reinforce and improve the informal character, accessibility and amenity of streetscapes in the residential areas of Apollo Bay, Marengo and Skenes Creek, reflecting the distinct existing and preferred future character of each settlement in new improvements.
- Achieve excellent architectural quality in new development or improvements to existing buildings in the town centre, drawing on the existing valued qualities of the centre and setting a new direction in the use of innovative, high quality design.
- Promote Apollo Bay and Marengo as leaders in environmental sustainability within the Great Ocean Road Region and improve the ecological integrity of environmental features within and around settlements.
- Conserve and enhance heritage places as a significant factor in developing tourism.

**The Size of Settlements**

- Utilise natural boundaries, where appropriate, to define settlement edges and set limits to urban expansion.
- Define and maintain a hard edge to the urban area of each of these settlements, particularly when viewed from the Great Ocean Road.
- Ensure that urban development results in the efficient utilisation of existing infrastructure and minimises the requirements for new infrastructure.
- Encourage infill development of medium density housing and accommodation within walking distance of the commercial area of Apollo Bay, to reduce the pressure to expand the urban area, and provide alternative housing choice.
- Facilitate non-urban form tourism accommodation development on land between the coastal settlement boundary and Wild Dog Creek.

**Activities: Business, Tourism, Community and Recreation**

- Intensify commercial and business land uses within the commercial area of Apollo Bay and ensure a future supply of Business Zoned land to meet demand.
- Develop the Apollo Bay Harbour Precinct with a tourism, fishing, boating, commercial and recreational focus strengthening links to the town centre of Apollo Bay and providing net community benefits.
- Encourage future recreation facilities to be located together with other community facilities in a central and accessible location.
- Ensure that community, health, education and recreation facilities are provided to meet the needs of current and projected future residents and visitors to the area.
- Support the growth of tourism as a major employer for the region.
- Provide for future industrial development while minimising offsite impacts on surrounding residential uses, the environment (particularly local waterways) and views from residential areas and the Great Ocean Road.

**Landscape Setting and Environment**

- Maintain the 'green-breaks' and landscape dominance between the settlements to ensure that each settlement remains distinct.
- Protect the Otway foothills as a scenic, undeveloped backdrop to Apollo Bay and Marengo.
- Recognise and protect ecological values and avoid development in areas at risk from the effects of flooding, wildfire, acid sulphate soil disturbance, erosion, landslip and salinity.
- Reinforce and enhance the identity and the sense of arrival and departure at the entrances to Apollo Bay and Marengo.
- Improve the appearance and amenity of the foreshore reserve in Apollo Bay and reduce the impact of the existing and future structures on the naturalness of the setting.
- Achieve improved visual and physical links between the Apollo Bay town centre and the beach.

COLAC OTWAY PLANNING SCHEME

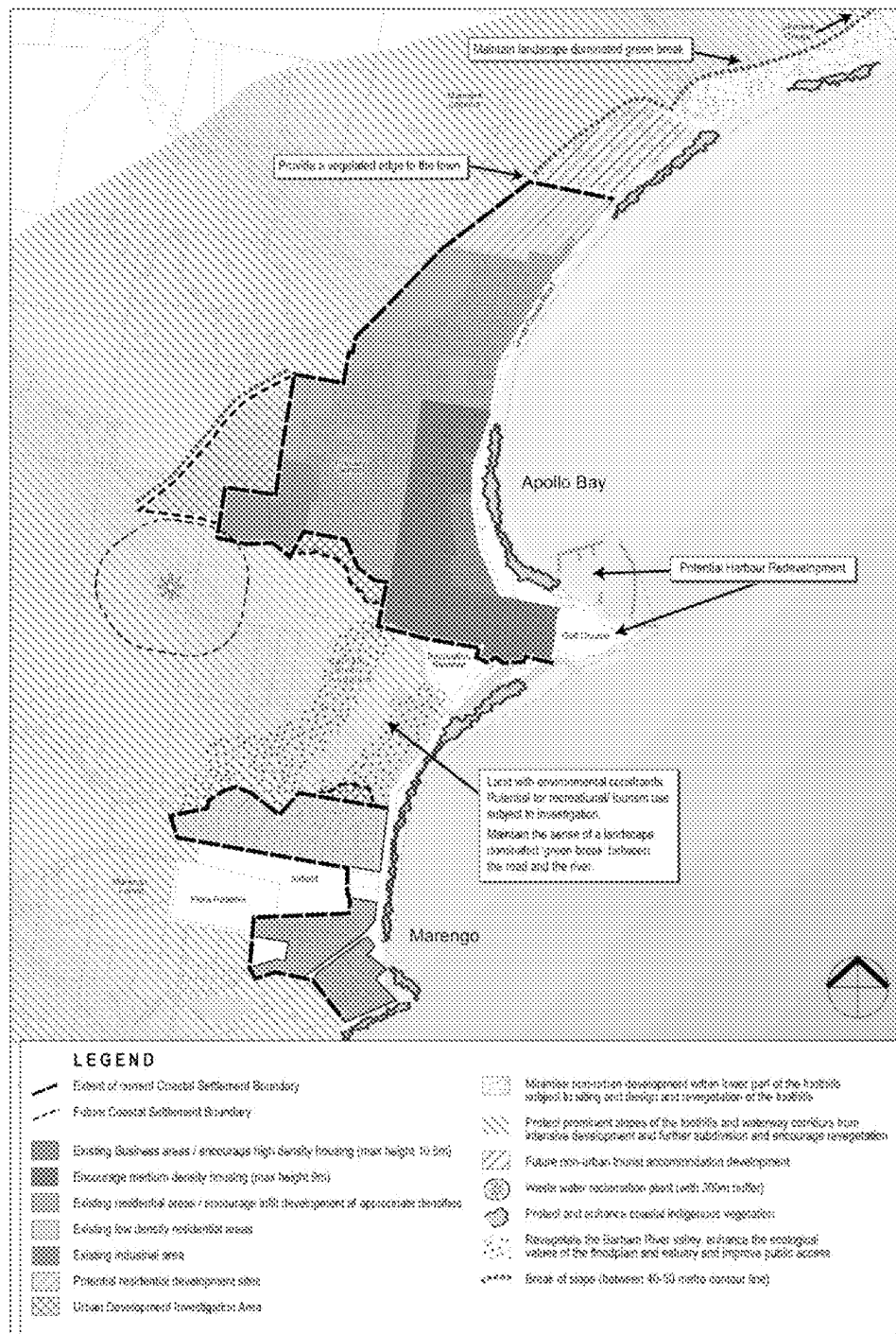
- Protect and enhance the significant views and vistas available from the settlements, the beach and the harbour, as well as views available from key vantage points in the hills.

**Access**

- Strengthen the pedestrian and cyclist connections between Marengo, Apollo Bay and Skenes Creek.
- Create a highly walkable town centre in Apollo Bay with safe and convenient access to shops, community facilities and recreational activities.
- Manage the orderly flow of traffic at all times of the year and enhance pedestrian safety and movement.
- Ensure the future parking needs of Apollo Bay are met and parking congestion in the Great Ocean Road is minimised.
- Support, promote and improve public transport.
- Ensure continued and improved air access to the Apollo Bay region.

COLAC OTWAY PLANNING SCHEME

Apollo Bay, Marengo and Skenes Creek Framework Plan





COLAC OTWAY PLANNING SCHEME

**21.03-4 Birregurra**

18/06/2009  
C55

**Overview**

The township of Birregurra is located approximately 20 kilometres east of Colac and approximately 6 kilometres to the south of the Princes Highway. Birregurra has been described as traditionally a workers town, being a home for workers in the timber and farming sectors. The town is also home for a number of people who commute to Lorne, Colac and Geelong for work. Over the years the population of Birregurra has been affected by a range of events including a reduction of services available within the township and fluctuating agricultural markets.

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. This seasonal influx of visitors provides important business development and employment opportunities within Birregurra.

Birregurra is an attractive town for many reasons including for:

- The built form of the town and the many period style buildings throughout the town and in particular along the south side of Main Street with attractive shop fronts many with verandahs.
- The Church precinct located on the elevated land to the south of the town.
- The extent and variety of exotic and native vegetation existing throughout the town. The extent of the vegetation is clearly seen due to the elevated nature of the land, particularly on the southern side of the town.
- The topography of the land surrounding the town including the Barwon River valley and associated tributaries and undulating farming land.

The Birregurra Township Master Plan Report was adopted by Council (January 2003) and identifies urban design and built form opportunities to improve the presentation of this important centre in the municipality.

**Objectives**

- To facilitate development of Birregurra as a community with a viable economic future.
- To maintain and enhance the quality of Birregurra as an attractive residential environment.
- To facilitate the provision of infrastructure to support the development of Birregurra in an environmentally sensitive way.

**Strategies**

- Identify and protect historical and other key features of the community.
- Require all new development to provide for the retention and absorption of wastewater within the boundary of any lot in accordance with the Septic Tanks Code of Practice, subject to provision of a new sewerage scheme.
- Limit rural residential development to the south west of the town.
- Encourage commercial development in the existing centre to be sympathetic to existing streetscapes.
- Encourage the development of small-scale economic activity which complements the resources and industries of the region and which encourages tourism.
- Encourage the location of small-scale tourist accommodation facilities in the community.
- Facilitate new industries related to the existing sawmill.

COLAC OTWAY PLANNING SCHEME

- Retain Birregurra's heritage assets as important components of its character and attractiveness.

**21.03-5**  
18/06/2009  
C55

**Skenes Creek**

**Overview**

Skenes Creek is a coastal hamlet set on rolling topography at the base of the Otway Ranges. There is a sense of openness to the town created by the spacious siting of buildings and expansive views to the coast and hillsides. A green wedge corridor through the centre of the township links the town with a vegetated hillside backdrop and is enhanced by regeneration of indigenous and appropriate coastal shrubs around dwellings and public areas.

**Objective**

- To protect the nationally significant Great Ocean Road Region landscape and the distinctive landscape qualities and coastal setting of Skenes Creek township.

**Strategies**

- Ensure new development responds to the above key issues and achieves the following Preferred Character Statement for the Character Areas identified at Schedule 4 to Clause 43.02.

**Skenes Creek Precinct 1 – Preferred Character Statement**

This precinct provides a native 'green wedge' for the whole township, extending from the hill slopes behind the town to the Great Ocean Road. The character of the precinct will be strengthened by the planting and regeneration of indigenous and native vegetation. Dwellings will be set far enough apart to accommodate substantial native bush areas including canopy trees, and will be set substantially below the vegetation canopy. The semi-rural feel of the area will be retained by the lack of fencing and frequent unmade roads. Views to the dwellings will be softened by native vegetation in frontages to major roads and in the public domain along road verges.

**Skenes Creek Precinct 2 – Preferred Character Statement**

This precinct will continue to be characterised by diverse coastal dwellings set amongst established coastal gardens. The sense of openness will be maintained by setting the buildings apart, minimising intrusive front fencing, and encouraging building forms that respect views to the surrounding hills and coast. The precinct will be united by consistent mature plantings of native and exotic coastal species in the public and private domains.

**21.03-6**  
16/02/2012  
C58

**Kennett River, Wye River and Separation Creek**

**Overview**

The structure plan for Kennett River, Wye River and Separation Creek articulates the preferred development future for these coastal townships. Key issues to emerge from the structure plan were that:

Kennett River, Wye River and Separation Creek will remain as distinct coastal townships nestled in the foothills of the Otway Ranges.

The primary roles of the townships will be to provide housing for permanent and part time residents and to provide a diverse range of holiday accommodation.

The existing and preferred character of the townships is characterised by low scale buildings which respond to the constraints of the topography in their coastal location and generally sit below the predominant tree canopy height.



COLAC OTWAY PLANNING SCHEME

The informal, open and spacious character of the townships is highly valued and should be preserved and strengthened by new development.

The impact of the townships on the natural environment will be as minimal as possible with water and wastewater being sustainably managed and vegetation acknowledged and valued.

Future development within the townships should respond appropriately to a range of acknowledged environmental constraints including land slip, wildfire threat, coastal inundation and erosion, storm water management, water supply and effluent disposal.

The townships have a low growth capacity and all future growth will be contained within existing urban or appropriately zoned land.

**Objectives**

To protect and maintain the nationally significant Great Ocean Road Region landscape and the distinctive landscape qualities and coastal setting of Kennett River, Wye River and Separation Creek.

To support limited tourist, commercial and retail services to the townships.

To limit the growth of the coastal townships and discourage development outside of existing settlement boundaries.

To preserve and enhance the environmental qualities of the townships and ensure development responds to the preferred neighbourhood character.

To ensure that waste water from existing and proposed development is managed in a way that minimises its impact on the environment.

To ensure that stormwater drainage systems respond to the constraints posed by the townships unique climatic, geological and environmental setting.

To improve pedestrian access between the hamlets and the foreshores.

To plan for the impacts of future climate change.

**Strategies**

Maintain the existing settlement boundaries as identified on the framework plans forming part of this clause.

Ensure that future growth of the townships is limited to infill development and renewal contained within existing settlement boundaries.

Encourage any infill development within the townships, particularly tourist accommodation, to locate in the flatter, less vegetated areas near the centre of the townships (as identified on the framework plans forming part of this clause) but taking into account the need to respond to climate change induced coastal hazards.

Ensure that any development outside the settlement boundaries is low scale and sensitively sited with minimal impact on the landscape and meets the criteria of the Great Ocean Road Region Landscape Assessment Study.

Restrict commercial and retail development to small, incremental changes to existing facilities.

Maintain and preserve the natural setting of the foreshores by minimising new structures in these areas.

Create or enhance safe pedestrian access from all parts of the townships to the foreshores.

Encourage opportunities to improve the general store and cafe of Kennett River, including incorporating an outdoor dining area and improved car parking areas to be more landscaped and pedestrian friendly.

Encourage more diverse accommodation in Separation Creek with small scale projects.

Collaborate with State Government in developing and implementing new initiatives to manage the impacts of climate change in the future.

Ensure all new development achieves the following Preferred Character Statement for the Character Precincts identified at Schedule 4 to Clause 43.02:

COLAC OTWAY PLANNING SCHEME

**Kennett River Precinct 1 – Preferred Character Statement**

This precinct will be dominated by continuous native bush, with dwellings set below and amongst remnant canopy trees. Frontages will be open and consist of diverse native understorey that screens views of buildings from roads. The low scale dwellings will avoid prominent locations and ridgelines, and will be sited to provide for the reasonable sharing of views to the coast where available. Vegetation will be retained or replaced with any new developments to screen buildings when viewed from the Great Ocean Road. Innovative house styles will be encouraged of a scale, materials and colours that blend with the bush character and follow the topography. The informal bush character of the precinct will be assisted by the streetscape planting and lack of formal kerbing.

**Kennett River Precinct 2 – Preferred Character Statement**

This precinct will consist of coastal style dwellings set amongst gardens of native species. A spacious garden character will be maintained by setting buildings apart and encouraging landscaping between dwellings. Dwellings will be carefully designed, sited and landscaped to be unobtrusive when viewed from roads and to provide for a sharing of views to the coast where available. Trees in both public and private domains will provide a sense of continuity through the precinct and visually link with the adjacent bushland areas.

**Wye River Precinct 1 – Preferred Character Statement**

This precinct will continue to be characterised by dominant native bush that forms a consistent canopy, linking to the adjacent bushland. Dwelling scale, bulk and siting will respond to the site and topography, allowing space and setbacks to maintain native bush, both as canopy and understorey. Buildings will be set beneath the canopy, and appropriately sited and designed so as to allow for the sharing of views to the coast where available, and to be hidden from view from the Great Ocean Road. The informality of the streetscapes will be retained by the lack of front fencing, frequent unmade roads and remnant vegetation.

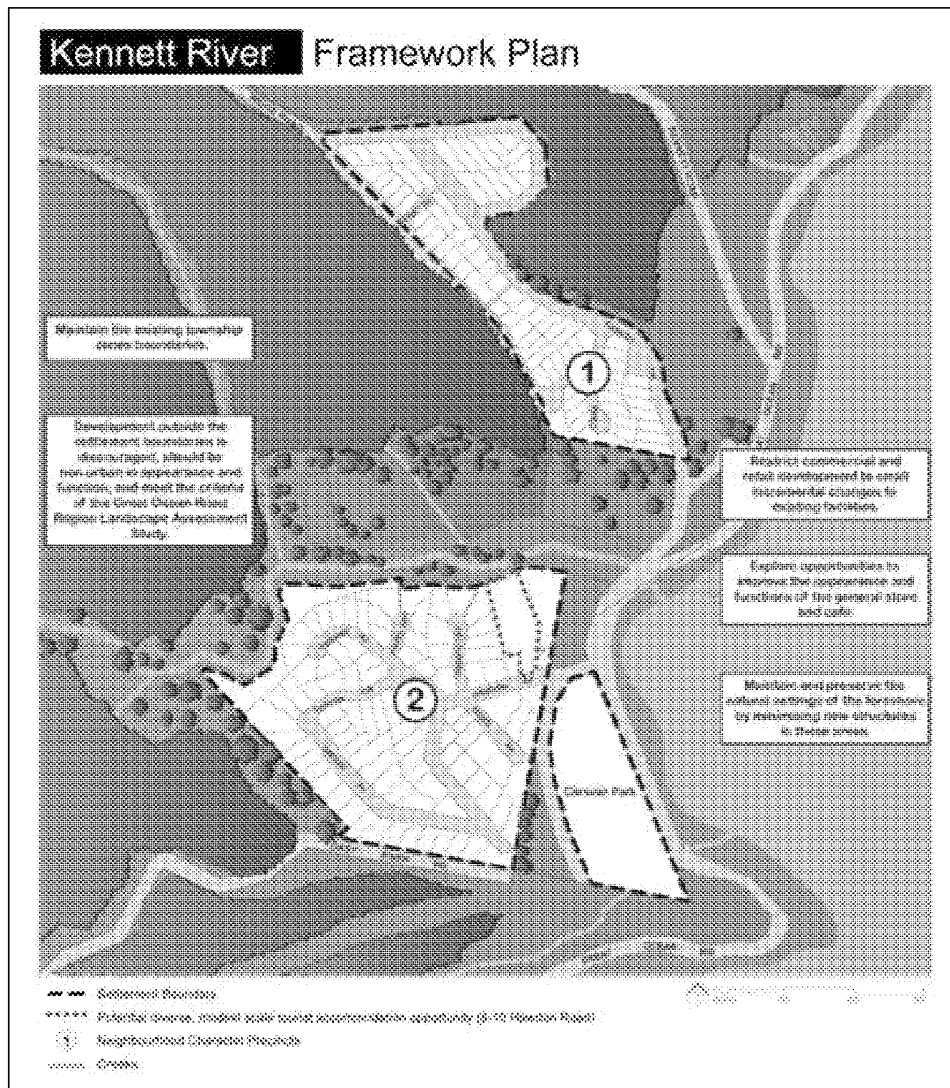
**Wye River Precinct 2 – Preferred Character Statement**

This precinct will achieve a more consistent native vegetation coverage to provide a unifying feature throughout. Space around dwellings will be sufficient to maintain trees and understorey, and minimises the appearance of building bulk and density. On hill slopes, buildings will relate to topography and be set amongst and beneath a dominant, native tree canopy. Buildings and structures in prominent locations when viewed from the Great Ocean Road will be designed to reduce their visual intrusion. Retention and planting of canopy trees in the public domain and around dwellings will be encouraged to establish a consistent tree canopy.

**Separation Creek Precinct 1 – Preferred Character Statement**

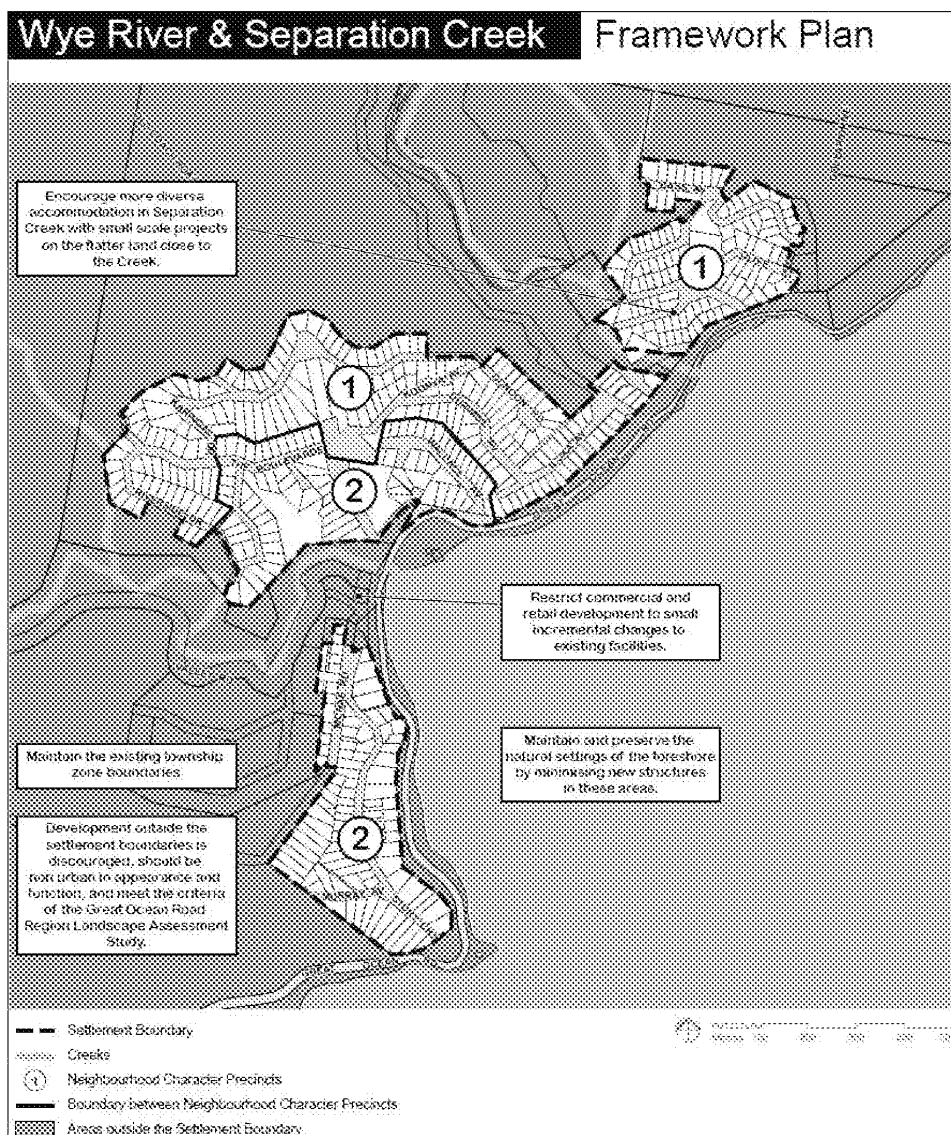
This precinct will consist of a mix of low, coastal style dwellings and newer coastal styles, in established gardens and amongst native canopy trees in the vegetated hillfaces. Dwellings will be of materials and colours that reflect the coastal setting, and be designed and sited so as to minimise intrusion into views from roads, public spaces and adjacent dwellings and impact on the topography. Establishment of native and coastal trees in public and private gardens will unite the precinct and provide visual links to the surrounding bushland and creek environs.

COLAC OTWAY PLANNING SCHEME





COLAC OTWAY PLANNING SCHEME



COLAC OTWAY PLANNING SCHEME

21.03-7 Forrest

**Overview**

Forrest is located 32.6kms from Colac and is placed at the foothills of the Otways approximately 161km from Melbourne and 76km from Geelong.

A Structure Plan for Forrest was adopted by Council (August 2011) and articulates the preferred development future for Forrest. Key issues to emerge from the Structure Plan were that:

- The role of Forrest as an outdoor recreation and tourism destination has been well established over recent years along with an emerging trend for rural lifestyle residential development.
- Forrest's tourism functions will continue to play a primary role in the town's growth and development into the future.
- There are significant environmental constraints within Forrest including bushfire, flooding and landslip risks that impact on future potential for expansion of the town.

**Objective**

- To support Forrest's role within the Otways as a key destination for tourism and recreational pursuits and as a small town with limited potential for residential growth.
- To limit residential development to the existing urban area contained within Forrest's settlement boundary, subject to the outcome of further investigation into the viability of development adjoining the north west edge of the town in accordance with the Forrest Framework Plan attached to this Clause.
- To encourage the development of accommodation facilities which contribute to the viability of tourism and recreation-based activities.
- To promote Grant Street as the primary location for future commercial activities within Forrest.
- To encourage development and activities which add commercial and recreational diversity to the Forrest Township.
- To ensure that the various cultural and environmental heritage assets of the township are protected, maintained and continue to be articulated within Forrest's private and public realm.
- To ensure new residential and commercial development is responsive to the environmental, biodiversity, conservation and landscape values of the local region.
- To ensure that development within Forrest responds to and mitigates any identified bushfire risks.
- To improve pedestrian access and movement along Grant Street.
- To facilitate the provision of community services and social infrastructure within Forrest which promote the town's liveability and increase social equity.

**Strategies**

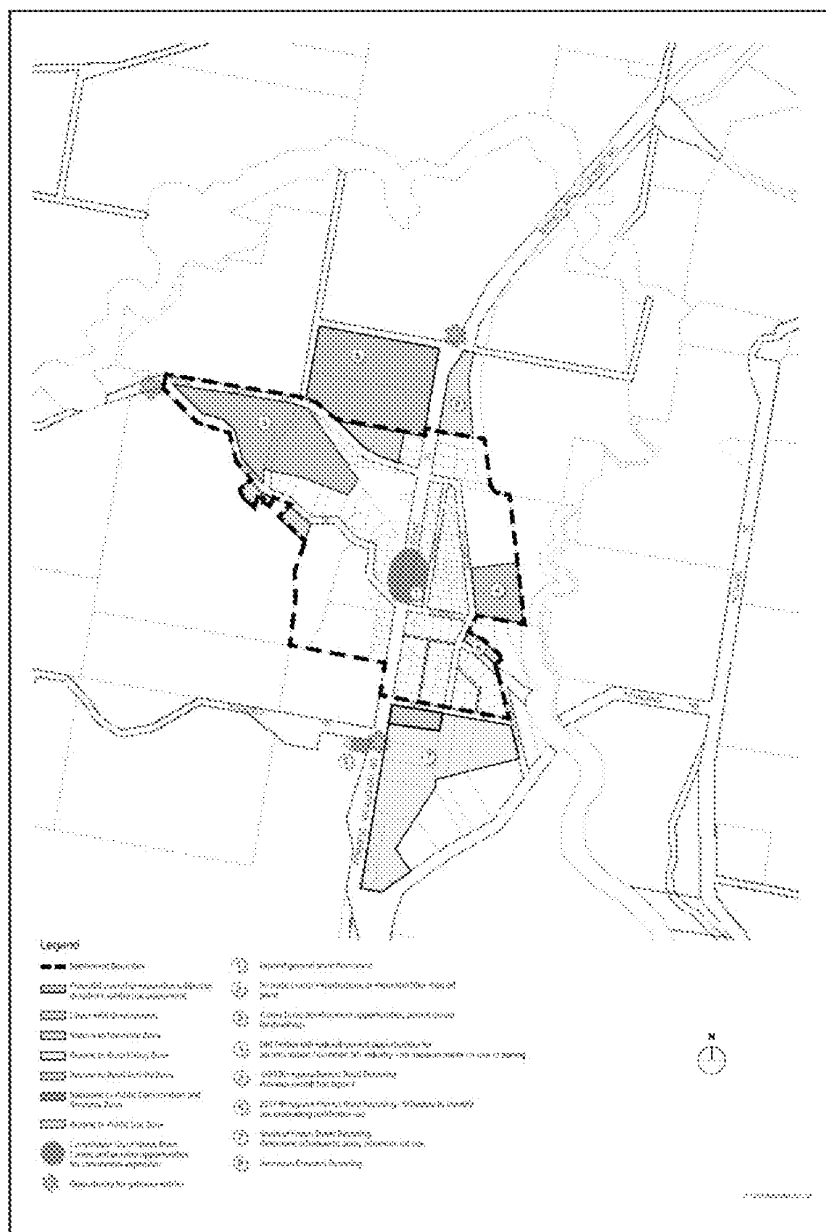
- Maintain settlement boundaries shown on the Framework Plan in this Clause pending detailed strategic assessment of bushfire risks and potential measures to manage bushfire risk for the town and broader area.
- Ensure that future growth of the township maximises infill development.
- Concentrate small scale businesses and commercial uses (such as retail premises, shop, restaurant, industry and accommodation) along Grant Street between the Community Hall and Turner Drive/Blundy Street.
- Encourage some commercial development, particularly accommodation, to locate on Rural Activity Zoned land taking into account the need to respond to bushfire risks and the environmental values of the surrounding landscape.

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- Encourage the re-development of the existing general store to provide additional floor space, an active street front and expanded provision of commercial services.
- Encourage and consolidate street based retailing in the form of cafes and outdoor seating on the eastern side of Grant Street.
- Upgrade existing pedestrian infrastructure including new footpaths along the eastern side of Grant Street to accommodate pedestrian access, seating and bicycle parking and ensure any new development is designed to activate the streetscape.
- Ensure land use and development does not detrimentally impact upon identified significant flora and fauna habitats, including areas of roadside vegetation.
- Support tourism related use and development within the town boundary taking into account the need to respond to bushfire risks and environmental values and to protect the amenity of nearby residential uses.

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Forrest Framework Plan



COLAC OTWAY PLANNING SCHEME

**21.03-8 Smaller Townships**

*amendment  
C69*

**Overview**

- It is important to protect the character of the smaller townships within the Shire, particularly those located along the spectacular Great Ocean Road and nestled within the majestic and beautiful Otway Ranges.
- Township Master Plans (focussing on public infrastructure improvements) have been prepared for Carlisle River, Gellibrand, Forrest, Barwon Downs and Beech Forest. Urban Design Frameworks have been prepared for Beeac, Cressy, Lavers Hill and Swan Marsh. The Master Plans and Urban Design Frameworks identify urban design and built form opportunities to improve the presentation of these important centres in the municipality.
- So as to improve the viability of small townships it is acknowledged that future planning needs to anticipate and respond to the needs of existing and future communities through provision of zoned and serviced land for housing, employment, recreation and open space, community facilities and related infrastructure.
- The Rural Living Strategy (2011) highlights the role of small towns and settlements in supporting tourism and rural lifestyle demand.
- ✦ The Rural Living Strategy (2011) also provides a strategic basis for future land use studies to investigate opportunities for small scale expansion within some of the Shire's small towns, including Alvie, Beeac, Cororooke, Gellibrand and Beech Forest. Gellibrand and Beech Forest's growth potential will be subject to an investigation into fire risk and effluent management issues.

**Objectives**

- To provide an attractive and safe residential environment within the smaller communities of the Shire.
- To encourage development of smaller townships in the Shire that contributes to their economic development, acknowledges and responds to environmental constraints and protects the broader landscapes within which these townships are located.
- To facilitate the ongoing economic future of small communities.
- To recognise the different roles of smaller townships and centres containing a range of community and other facilities.
- To maintain and enhance the environmental quality of small communities.

**Strategies**

- Ensure that development of the Shire's small communities occurs generally in accordance with relevant township masterplans, structure plans and other strategies.
- Encourage the development of small-scale economic activity which complements the resources and industries of the region.
- Encourage the location of tourist accommodation facilities within small communities in the region.
- Retain heritage places as significant components of the character and attractiveness of smaller townships.
- Encourage high quality design input to development in small communities.
- Maintain existing township zonings in Alvie, Cororooke and Beeac pending the preparation of town plans
- Maintain existing township zonings in Gellibrand and Beech Forest pending further strategic assessment of the potential for expansion having regard to bushfire risk and effluent management.



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- ~~Restrict the expansion of communities in areas of landslip and high fire risk.~~
- Encourage the implementation of landscape features that recognise indigenous flora and fauna.

**Specific Implementation**

*Policy guidance*

Assess proposals in townships (other than Colac, Apollo Bay and Marengo) against the following criteria:

- Development should not exceed 8 metres in height, unless special characteristics of the site justify a higher structure and no off-site detriment is caused.
- Building site coverage should not exceed 50 per cent, except on business zoned land.
- The slope of the roof should relate to the topography of the surrounding landform. Dominant or multiple angular roof slopes and designs should be avoided.
- External building material colours should be of muted toning and roofing material should be non-reflective.
- External materials should be in harmony with the surrounding landscape of the settlement.
- Landscaping should enable development to blend into the surrounding area. This may be achieved by:
  - Using a mixture of low, medium and high growing native trees and shrubs, including some species of trees with a growing height above the roof level of the proposed building.
  - Providing replacement planting for vegetation that is removed.

When deciding on the design, siting, mass and scale of new development in townships (other than Colac, Apollo Bay and Marengo) consider, as appropriate:

- Whether it is a major development node or a settlement with limited development potential and only serving the immediate community.
- The visual character of the particular settlement and the likely impact of the development on that visual character.
- The view of the site from the Great Ocean Road and major viewing points in the Otway Ranges and the likely impact of the development on these views.

**21.03-9**

*Amendment  
C69*

**Rural Living**

**Overview**

Council prepared and adopted a "Rural Land Strategy" (September 2007), which identified a range of issues affecting rural land use in the Shire, and has since adopted the "Rural Living Strategy" (December 2011). The Rural Living Strategy provides the basis for policy on the use and development of land for dwellings and subdivisions in rural areas. It identified the following in regards to rural living development within the Shire:

- Rural land traditionally used for farming is being used for lifestyle purposes in the absence of land which can accommodate rural lifestyle demand. This is causing problems associated with increasing property values inhibiting farm growth, servicing, provision of infrastructure and conflict with adjoining land uses which has the potential to undermine the objective of protecting the agricultural base of the Shire.
- The greatest opportunities to accommodate rural living development are around Colac where there is greatest supply and fewest constraints for development.
- There are sufficient levels of services and infrastructure to accommodate demand for rural lifestyle development in Coragulac.

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- There is scope to conduct investigations into the potential development of some smaller towns in the Shire to accommodate some moderate township expansion, which may contribute to the overall supply of land desirable for rural living purposes.

**Objectives – Rural living**

- To provide opportunities for rural residential style development in appropriate locations that do not negatively impact on the ability to farm.
- × To recognise the function of already-developed old and inappropriate rural subdivisions as 'de facto' rural living developments;
- To restrict the intensification of existing old and inappropriate subdivisions and prevent the further encroachment of rural living development on surrounding farming land.

**Strategies – Rural living**

- × Direct future rural living development to nominated areas where there are fewer economic, environmental, social, land use and servicing constraints for settlement.
- × Recognise the function of already-developed old and inappropriate rural subdivisions as 'de facto' rural living developments.
- × Restrict the development of existing old and inappropriate subdivisions through the implementation of lot sizes which limit further subdivision and prevent the further encroachment of rural living development on surrounding farming land.

COLAC OTWAY PLANNING SCHEME

**21.05 ECONOMIC DEVELOPMENT**

18/06/2009  
C55

**21.05-1 Agriculture**

18/06/2009  
C69

**Overview**

Agriculture is a key economic contributor to the Colac Otway Shire with the dairy and beef industries the most significant in terms of land use and economic contribution to the Shire. The protection of agricultural industries is critical to the economic and social wellbeing of the Shire. Dairy farms account for 65% of the total contribution made by agriculture to the Colac Otway economy and, along with other forms of broadacre agriculture, will require access to affordable land for future growth and expansion.

The Colac Otway Shire has three distinct geographical areas that offer different agricultural land use opportunities. The Rural Land Strategy (2007) identified the north-western part of the Shire as an area of "Farmland of Strategic Significance" having 'high' agricultural capability due to soil type, climatic conditions and larger land parcels. The primary agricultural land use of this area is dairying, while the north-eastern part of the Shire is identified as having 'medium' agricultural capability with the primary land use for production of beef. The southern part of the Shire includes the Otway Ranges and is generally characterised by rolling hills and heavily vegetated forests with pockets of cleared farmland. Along the coastal fringe of the shire, there is a mix of mainly medium and low agricultural capability land interspersed with areas of medium and high agricultural capability. This land predominantly consists of grazing based farming systems due to contours and climatic conditions. The Rural Land Strategy has acknowledged that to maintain viability, many farms will have to increase in size or look to more intensive, alternative enterprises. However, there are evident land use trends which pose significant threats to the consolidation and expansion of farm holdings.

The historical pattern of subdivision of land within the Farming Zone has left a legacy of small lots within the Shire. Approximately 90% of all lots within the Shire are 40 hectares or smaller, with the smaller lots scattered amongst larger farming lots. This pattern presents a threat to the viability of future farming as individual lots are independently disposed of for rural living development opportunities. The uncontrolled conversion of agricultural land into rural residential land use activities results in a net loss to agriculture due to permanent land use changes. This ultimately leads to detrimental impacts on agricultural production and to the landscape and environmental values of the Shire. It is the combination of fragmented lots and high land values, not merely the presence of fragmented lots alone, which has the potential to encourage a change of land ownership from those primarily concerned with the agricultural value of the land to those motivated by the rural living opportunities presented by smaller rural lots in areas of high pastoral, forest and coastal amenity. This contributes to the proliferation of dwellings and drives demand for excision of small lots throughout the rural areas of the Shire.

The protection of this agricultural land and the strategic provision of land designated for rural living development in appropriately serviced areas were identified as key issues in the Rural Living Strategy (2011). It is anticipated that the need to protect arable land within the Shire will intensify as the Shire's significant landscapes continue to attract those seeking a rural/coastal lifestyle, and farmers seeking to relocate and/or diversify their business, and as farming land in other areas of the State becomes increasingly vulnerable to harsher climatic conditions.

Future land use planning should prevent these trends from prevailing and enable opportunities for expansion of the medium to large farms, which is of greater net community benefit.

The following key land use trends and issues were identified in the Rural Land Strategy:

- Farm consolidation and expansion is evident and is considered fundamental to the long term protection of the agricultural base of the Shire.
- Future rural land use in the Colac Otway Shire is likely to comprise a few large farms, some medium family farms and an increasing number of small or part-time farms.

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- There has been an increase in demand for rural lifestyle properties.
- There has been an increase in demand for tourism based activities in rural areas.
- The diversity of land uses resulting from change in rural land use may bring conflict between agriculture and other land uses.
- Proliferation of dwellings for lifestyle / hobby farm purposes in the Farming Zone will compromise the long term viability of farming in Colac Otway Shire.
- Proliferation of tourism-based activities in the Farming Zone will compromise the long-term viability of farming in Colac Otway Shire unless they are appropriately located.
- The clear evidence of farm amalgamations and the need to increase farm sizes to remain economically viable indicates that policy and provisions relating to dwellings and small lot subdivisions in rural areas will require a strict interpretation of the Farming Zone provisions to ensure incompatible land uses (including dwellings) do not negatively impact on the ability to farm.
- Approval of a dwelling or a small lot subdivision accompanied by a legal agreement prohibiting further subdivision and a further dwelling being erected on the vacant parcel can ensure the value of the remainder of the land will not be distorted by the presence of a house, but will be priced to reflect that the land has no further potential for a house. Given that the remainder of the land will have no housing potential, this may be the incentive for the land to be retained and consolidated in agricultural use.

**Objectives**

- To facilitate the growth of key primary industries and a range of developments to add to the economic base of the Shire.
- To maintain the viability of large-scale agriculture and the retention of areas of farmland of strategic significance and other high quality agricultural land for agricultural use.
- ♦ To protect rural land for agricultural production and timber harvesting activities.
- ✕ To limit the further fragmentation of rural land by subdivision.
- ♦ To encourage the consolidation of rural land.
- ✕ To protect the rural and agricultural areas of the Shire from the proliferation of dwellings not associated with agriculture.
- ✕ To ensure that lots resulting from subdivision are of a sufficient size to be of benefit to agricultural production or environmental protection.
- ✕ To ensure that the development of dwellings on rural land do not prejudice existing agricultural production or forestry activities on surrounding land.
- ♦ To discourage the development of dwellings that has a detrimental impact in areas of high landscape value and significant environmental quality.
- To ensure that incompatible land uses (including dwellings) do not negatively impact on the ability to farm.

**Strategies**

*Dwellings*

- ✕ Discourage the development of dwellings on lots that do not meet the minimum lot area of the zone or relevant schedule unless it can be demonstrated that the dwelling is required to carry out an intensive agricultural activity on the land or is required to achieve the environmental protection of the land.
- ✕ Development of the land for a dwelling should avoid or minimise the removal of native vegetation and be sited and designed to reduce visual prominence within the landscape.
- ✕ Development of the land should not lead to a localised concentration of dwellings so as to change the established land uses and/or character of the rural locality.

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- Development of the land for the purposes of a dwelling should be compatible with and not adversely impact upon any of the following:
  - ✦ Any existing agricultural production or timber harvesting activities on surrounding land.
  - ✦ The environmental characteristics of the land including vegetation, natural systems and water quality.
- The rural character and landscape values of the area, including visual and environmental impact.

*Subdivisions*

- ✦ Discourage the subdivision of rural land that creates small lots for existing dwellings.
- ✦ Discourage the realignment of boundaries which create small lots for existing dwellings unless the re-subdivision contributes to the restructure and/or consolidation of agricultural holdings into larger farming units.
- ✦ Where the subdivision or realignment of boundaries is supported, a S173 Agreement will be required to prevent the development of vacant lots for the purposes of a dwelling
- Encourage the consolidation and restructure of agricultural land into larger parcels that meet the subdivision minimum under the zone or schedule to the zone.
- Ensure that small lot subdivisions or excisions facilitate sustainable rural production and do not prejudice surrounding rural activities.
- Discourage boundary realignments (re-subdivision) if they rely on land which was previously a road reserve, utility lot, crown land or are of insufficient size to support a dwelling.

*Land Management*

- ✦ Support development which will provide economic and social benefits while not adversely affecting farmland of strategic significance, water catchments, timber production and environmental and landscape attributes.
- ✦ Ensure that existing dairying and other agricultural producers are protected from encroachment by conflicting development such as hobby farms.
- ✦ Apply a strict interpretation of the Farming Zone provisions to ensure incompatible land uses (including dwellings) do not negatively impact on the ability to farm.
- Protect farmland of strategic significance and other high quality agricultural land for sustainable agriculture use and development.
- Protect the environmental significance of key sites while allowing limited diversification into new agricultural uses.
- ✦ Encourage tourist related development in association with agricultural enterprises in appropriate locations where development does not compromise use of land for agriculture.
- Encourage land management practices that are sustainable and protect the environment.
- Provide for innovative agricultural activities that do not detract from the long-term sustainability of large-scale agriculture.
- Introduce the Rural Activity Zone to selected areas, which better provide for uses and development that are compatible with agriculture and the environmental and landscape characteristics of the area with a focus on areas with moderate to low agricultural capability and in close proximity to the coast or within the Otway Ranges to provide for tourism.

**Specific Implementation**

*Policy guidance*

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An application for a dwelling or subdivision must include, as appropriate:

- ✧ A site analysis outlining notable features of the site and surrounding area including topography, vegetation, existing buildings and works, roads (made and unmade), utility services, easements, soil type and other relevant features.
- ✧ A Whole Farm Plan and/or Business Plan with any application to use and develop a lot for a dwelling in association with an agricultural activity, including a written report that provides justification for the dwelling on the basis of the agricultural use of the land.
- ✧ A Land Management or Environmental Management Plan with any application to use and develop a lot for a dwelling in association with the environmental protection of the land, including a written report that provides justification for the dwelling on the basis of the environmental protection of the land.
- ✧ A detailed set of plans, drawn to scale, showing all of the following:
  - ✧ Subdivision layout and/or site layout, as applicable;
  - ✧ Floor plans and elevations for dwellings;
  - ✧ External building and materials and colours; and
  - ✧ Location of wastewater system and effluent fields.

Proposals for a dwelling or small lot subdivision (including a house lot excision and boundary re-alignment) must be assessed against the following criteria:

- ✧ Any small lot containing the dwelling and associated infrastructure should be at least 0.4ha and no more than 2ha in area;
- ✧ An adequate distance around the existing dwelling to lot boundaries should be provided to limit likely impacts (if any) of adjacent agricultural activity.

*Decision Guidelines*

When deciding on applications for a dwelling or small lot subdivision (including a house, lot excision and boundary re-alignment) consider, as appropriate:

- ✧ Whether it has been adequately demonstrated that the dwelling is genuinely required to carry out a long-term agricultural activity on the land and whether a dwelling is reasonably required on the land having regard to the size of the lot, intensity and ongoing nature of the proposed agricultural activity.
- ✧ Whether it has been adequately demonstrated that the dwelling is necessary to improve, or provide for, the ongoing protection of the environmental qualities of the land.
- ✧ Whether the commercial agricultural activities of the existing farm are compromised by a reduction in the size of the existing farm, which may include a tenement or multi-lot holding.
- ✧ Whether the dwelling requires the removal of vegetation or is intrusive on the landscape.
- ✧ Whether there is a need for planting of vegetation and construction of fences within the excised lot to reduce any potential impacts.
- ✧ Whether the proposal will lead to a concentration of lots that would change the general use and character of the rural area.
- ✧ Whether an adequate distance is maintained from dwellings to limit impacts on agricultural and forestry activities, including the setbacks required under the zone.
- ✧ Whether there is the need for any approval to be conditional upon the applicant entering into an agreement under Section 173 of the Act to prevent the further subdivision of the land and/or the construction of a dwelling on any lot created (regardless of whether the use of a dwelling would not require a planning permit under the zone) ~~other than in accordance with the minimum lot size in the zone~~ and whether the landowner has provided written evidence that they are prepared to enter into an S173 Agreement.

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- Whether the proposal reduces the number of existing titles (having the effect of reducing future opportunities for applications for dwellings) and increases the size of remaining lots to reflect the minimum subdivision requirement of the zone or schedule to the zone.
- Whether there is the need for an agreement under section 173 of the Act acknowledging the possible off-site impacts of adjoining or nearby agricultural activities.

*Rezoning guidance*

- Support the Rural Activity Zone on land in close proximity to the coast or within the Otway Ranges to provide for tourism use on land with moderate to low agricultural capability and provided the use and development are compatible with agricultural, environmental and landscape characteristics of the area.

**21.05-2 Timber Production**

*Amendment  
C69*

**Overview**

Despite the cessation of timber harvesting from crown land in the Otways the forestry industry, overall, contributes significantly to the local and regional economy and is a significant employer.

Council prepared and adopted a “Rural Land Strategy” (2007) which identified the value of the forestry industry at approximately \$156 million (\$82 million from gross value of production and \$74 million from timber processing) to the economy in 2001/2002 and employed 392 people directly in forestry production and 315 people in timber processing.

These plantations are located mainly in the southern part of the Shire with higher rainfall. Jobs associated with management, harvesting and processing of the forestry resource are predominantly located in Colac.

Timber processing plants in and around Colac employ over 380 people in kiln drying, preservation treatment and a range of sawmilling processes, while smaller more specialised mills occur in smaller settlements such as Birregurra. Some key issues identified include:

- Timber production and processing is a significant contributor to the economy of the Colac Otway Shire.
- The proclamation of the Great Otway National Park will result in reduced harvesting of native timber and a significant impact on local processors and employment is forecast.
- Timber plantation expansion through lease arrangements can provide an alternative source of farm income, which for small farms on lower agricultural capability land, may ensure that the farm continues to be used for primary production.
- The expansion in the establishment of plantation forestry on private land has caused concern within the broader community relating to:
  - Loss of farming families from local communities;
  - Decline in rural services with reduced population;
  - Loss of “prime” agricultural land;
  - Perceived conflicts between land uses; and
  - Water yields in water supply catchments.
- A significant expansion in the area of timber plantations on farmland of strategic significance could be of concern due to the impacts of higher land prices on farm viability and reduction of area of land available for food production.
- Barwon Water and Wannon Water have both advised that their preference is to limit timber plantations in declared water supply catchments to protect water quality and water yields. Applying a planning permit trigger will enable an assessment of applications against issues such as water quality and yield and the cumulative impact of plantations in water supply catchments to be considered by the relevant water



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corporation and potentially provide for planning permit conditions above and beyond the requirements of the Code of Forest Practice.

- A Land Use Determination for the Gellibrand River notes the importance of consideration of plantation forestry on sub catchment hydrology.
- The Great Ocean Road Region Landscape Assessment Study identifies the potential for timber plantations to have a negative impact on the nationally significant Great Ocean Road Region landscape. Landscape is an issue that is not addressed to a significant degree by the Code of Forest Practice.

**Objectives**

- To ensure that timber plantations are located in areas best suited in terms of environmental, social, economic and land capability impacts.
- To have regard to adjoining land uses when considering applications for timber production.
- To minimise the visual impact of clear felling of plantation trees adjacent to main road corridors and tourist routes which leave large and often highly visible areas of the landscape scarred, detracting from the landscape character of the Region.

**Strategies**

- Continue to encourage the forestry industry within the Shire due to its significant contribution to the Shire economy and employment.
- Ensure that timber production does not negatively impact on the viability of traditional agricultural activities in areas identified as being 'farmland of strategic significance', also taking into consideration the cumulative impact of timber production on traditional agricultural activities in these areas.
- Ensure that timber production does not negatively impact upon water quality and water yield in Declared Water Supply Catchments, also taking into account the cumulative impact of timber production on water quality and yield in these areas.
- Utilise vegetation buffers of appropriate width (minimum 20 metres) to screen the clear felling of large areas of the landscape that are adjacent to and visible from main road corridors and tourist routes. It may be appropriate to harvest buffers when the clear felled areas of the landscape protected by the buffer have regrown adequately.
- Discourage timber plantations in the Rural Conservation Zone on land identified for its scenic and landscape qualities in the Great Ocean Road region.

**21.05-3**

**Manufacturing**

18/06/2009  
C55

**Overview**

- There are approximately 60 major manufacturing industries in the Shire and they are closely linked to the agricultural and forestry resource base of the region. Manufactured products include powdered milk, cheese and ice-cream, packaged meat, sawn timber and timber by-products. The Shire also sustains a large number of highly competitive, small industry-service firms.
- Over 20% of the Shire's labour force is employed in the manufacturing, construction and transport sectors.
- The meat processing and saleyard facilities in Colac employ over 200 people processing cattle, sheep and pigs. These major producers are supplemented by a range of smaller employers of businesses serving the primary producers and the transport industries.
- Although the harbour at Apollo Bay is small by Victorian standards it does provide a sheltered haven for fishing boats and there has been an increase in the catch of shellfish such as crayfish and abalone. The harbour's importance to recreational boating adds a further feature to the attractiveness of Apollo Bay for longer stay visitors.



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**Objectives**

- To develop synergies between existing industries, businesses and the education sector to facilitate developments that will help diversify the employment base of the region.
- To support the development of industries that introduce diversity to the economy and contribute to value adding industries.

**Strategies**

- Promote Colac as a location for industry.
- Assist industries within the main urban area of Colac to develop while minimising off-site effects.
- Facilitate the diversification and expansion of employment opportunities by encouraging the clustering of related industries and services and the development of niche markets.
- Encourage the establishment of industries and businesses that seek to add value to existing primary producers of the region.

**21.05-4**  
18/06/2009  
C69

**Tourism**

**Overview**

- The tourism industry is a very important contributor to employment in the Shire and has demonstrated consistent growth over the past two decades.
- The Shire contains some of Victoria's most significant tourist attractions. The Great Ocean Road with internationally acclaimed beaches and cliff scenery is backed by the diverse beauties of the Otway Ranges, while in the north of the Shire, is an extremely interesting area of old volcanic plugs, craters and lakes.
- The tourist industry has an increasing emphasis on eco-tourism, cultural tourism and experiential tourism. These sectors and the Shire's close proximity to Geelong and Melbourne have consequent demands for backpacker accommodation and facilities for people interested in short-stay visits.
- The Shire is well placed to capture a large proportion of Victoria's key tourism growth market - short-stay visits and day trips. Colac is within a 2-hour drive of Melbourne and can provide the base for a well-varied day visit.
- The range of attractions in the Shire and surrounding region also provide Colac Otway the opportunity to attract longer stay and out-of season tourists, market segments which contribute more to the economy.
- While tourism activity is seasonal, there are opportunities to add variety to the Shire's attractions that would encourage the development of more all-year round activities.
- The increase in tourism has the potential to create conflicts through environmental damage, pressure on attractive and sensitive areas for development to meet accommodation demands and potential dangers to residents and visitors in areas sensitive to landslip and bushfires.
- Protecting those resources and assets on which tourism depends is vitally important. They include the natural environmental and cultural features, heritage, infrastructure, settlements and townscape design and presentation.
- There is potential for further development in the Johanna area for low intensity tourism activity based on its outstanding natural attributes.
- With tourism as a major growth sector it will be necessary to recognise more closely the ways in which other industries and business can add to the tourist appreciation of the region both through improvements to the quality of the visual landscape and in the introduction of new experiences.
- The Rural Land Strategy has identified some demands for tourism and accommodation in an area to the west of Apollo Bay that has been included within the Rural Activity Zone.

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- The identification of this area to the west of Apollo Bay does not aim to increase rural living opportunities, but aims to facilitate commercial, tourism or recreation development that will complement and benefit the particular agricultural pursuits, landscape features or natural attractions of the area.
- The Rural Land Strategy has also identified demand for tourism and accommodation in the Otway Ranges that is not adequately catered for in the Farming Zone.
- It is recognised that within the Rural Activity Zone there is the potential for both farm based activities on relatively cleared land, and nature based activities on partly vegetated land to occur.
- The Forrest Structure Plan has identified opportunities for expanded tourism accommodation, cafes, eateries and rural produce and recreation-based commercial enterprises along Grant Street.
- The Forrest Structure Plan has also identified an area at the northern entrance to the Forrest Township suitable for rural and eco-tourism enterprises.

**Objectives**

- To encourage growth in tourism in a way that assists diversification in the economy and ensures the protection of key environmental features.
- To encourage investment in tourism that has close linkages with local industries and the environment.
- To protect key visual and environmental features which are of major significance and contribute to the tourism assets of the Shire.
- To provide a range of accommodation and related activities which encourages tourist visitation.
- To provide for a preferred mix of uses in the Rural Activity Zone to the west of Apollo Bay.
- To provide for a preferred mix of uses in the Otway Ranges.
- ✧ To encourage economic development in towns in the Otway Ranges through tourism uses and development which acknowledge and respond to environmental constraints and protect landscape values.

**Strategies**

- Encourage the development of activities such as eco-tourism, which can demonstrate sensitivity to the environment with economic benefit to the locality.
- Encourage the development of small-scale activities, which are related to locally produced arts, crafts or products as a diversification of the economy.
- Encourage the development of tourism trails based on the cultural heritage features of the Shire, the environmental assets of the Shire and link those to wider regional trails.
- Encourage the development of agriculture based tourism industry as a means of assisting and diversifying the agricultural economy.
- Promote heritage related businesses and the private and public gardens in towns and rural properties.
- Support high quality tourist and recreation developments that clearly provide linkages to other regional features such as the coast, the natural environment, the built and cultural heritage and specific local experiences.
- Protect and enhance those natural, physical and amenity features which contribute to providing a 'tourism experience' including the natural environment, heritage elements, landscape features and cultural activities.
- Protect the visual and amenity qualities of the Great Ocean Road and its adjoining coastal and rural landscapes.
- Consolidate larger scale tourism use and development into identified activity nodes along, or located off, the Great Ocean Road that is subservient to the landscape so as

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not to detract from the quality of the landscape; of high quality design and style relevant to the surrounding land uses and is capable of net gain environmental outcomes.

- Ensure tourist developments are compatible with the immediate area.
- Consider proposals for application of the Rural Activity Zone to provide for tourism facilities in the Otways on a case-by-case basis.
- Facilitate the development of a diverse range of accommodation to meet changing visitor needs.
- To encourage the establishment of equipment hire and tour groups to support tourist recreational needs within Forrest.
- Consider tourism accommodation proposals and compatible developments in Forrest along Grant Street and outside the northern boundary of the town on land in the Rural Activity Zone.

**Specific Implementation**

*Policy guidance*

Assess proposals for use and development in any Rural Activity Zone west of Apollo Bay or in the Otway Ranges against the following criteria:

- Use and development for equestrian supplies, helipad, hotel, landscape gardening supplies, motor racing track, tavern, and other similar uses should be avoided.
- The scale of development and use should relate to the land size and surrounding uses.
- Development should be subservient to the landscape and not detract from the landscape quality.
- Development should be of high design quality and the style should respect surrounding development.
- × Support compatible tourism and recreation related land uses and development within the Rural Activity Zone located on the northern approach to the Forrest Township.
- Development should provide a net environmental gain.
- Development should be self sufficient in, or meet all the relevant costs of, infrastructure provision.

*Rezoning guidance*

Support the Rural Activity Zone on land west of Apollo Bay and in the Otway Ranges to provide for a mix of uses including agriculture; tourist and recreational activities; group accommodation with tourist or recreational activities (including backpacker accommodations, camping and caravan park, cabins, etc); and restaurant in association with a tourist facility or recreational activity.

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**21.06 GENERAL IMPLEMENTATION**

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C69

The objectives and strategies identified in Clause 21 will be implemented by:

**Using zones, overlays, local policy and the exercise of discretion**

- Applying the Low Density Residential Zone to land within Coragulac to facilitate rural residential development of land between the two areas zoned Township.
- Rezoning areas of Farming Zoned land in north-east Colac to Rural Activity Zone.
- Applying minimum setbacks to identified main roads in the schedule to the Farming Zone.
- Rezoning the Industrial 1 Zone land in West Colac to the Farming Zone.
- Rezoning the Industrial 1 Zone land north of Treatment Works and Flaxmill Roads Colac to the Farming Zone.
- Applying the Industrial 1 Zone to land east of Forest Street, Colac to provide for an adequate and diverse supply of industrial land.
- Applying the Business 3 Zone to land in Main Road Colac to recognise existing commercial uses.
- Applying the Rural Living Zone to an area south of Colac with a minimum lot size of 1.2ha to reflect the existing settlement and development pattern.
- Applying the Rural Living Zone to areas in Kewarren, Barongarook, Irrewarra, east of Birregurra, Cororooke, Warnecoort and Forrest to reflect existing settlement and development patterns.
- Applying the Rural Activity Zone to an area of the Apollo Bay Hinterland with a 40ha minimum lot size.
- Applying the Rural Activity Zone to an area east of Colac with a minimum lot size to reflect the existing settlement pattern.
- Applying the Rural Activity Zone to land north of Forrest with a 40ha minimum lot size to support tourist development.
- Maintain the current minimum lot size provisions in the schedule to the Farming Zone for subdivision of 40ha (with 80ha in the north east).
- Consider the appropriateness of rezoning the Low Density Residential Zoned land in Christies Road to Farming Zone through the review of the Colac Structure Plan.
- Maintain 40 hectares as the minimum area for which no permit is required for a dwelling in the Farming Zone (with 80ha in the north east).
- Applying the Development Plan Overlay (Schedule 2) to undeveloped land zoned Residential 1 in Colac.
- Applying the Development Plan Overlay (Schedule 3) to land proposed to be rezoned to Industrial 1 Zone east of Forest Street, Colac.
- Applying the Design and Development Overlay Schedule 5 to land within the Apollo Bay town centre.
- Applying Design and Development Overlay Schedule 6 to land adjoining the town centre of Apollo Bay.
- Applying Design and Development Overlay Schedule 7 to all other residentially zoned land within Apollo Bay and Marengo.
- Modifying the boundary of Airport Environs Overlay Schedule 2.
- Applying the Significant Landscape Overlay (Schedules 1-5) as identified in the Great Ocean Road Region Landscape Assessment Study and the Apollo Bay Framework Plan.

COLAC OTWAY PLANNING SCHEME

- Applying the Environmental Significance Overlay (Schedule 6) to an area buffering the Colac Water Reclamation Plant.
- Considering applications for all areas affected by the Heritage Overlay in accordance with Clause 22.01 (Heritage Places and Areas Policy).
- Apply the Restructure Overlay to “old and inappropriate” subdivisions at areas in Cressy, Gerangamete, Irrewillipi and Pirron Yallock.

**Undertaking further strategic work**

- Undertake local bushfire assessments for the towns of Beech Forest, Forrest, Gellibrand and Lavers Hill to further clarify their development potential.
- Prepare a Master plan for Beeac. The work should include:
  - A Township Effluent Management Plan to determine capacity for infill development and future growth.
  - Evaluation of development options immediately to the east and north-west of the existing township zone.
- Prepare a Master plan for Gellibrand. The work should include:
  - A Township Effluent Management Plan to determine capacity for infill development and future growth.
  - Evaluation of development options in the vicinity of Gellibrand-Carlisle Road and along the northern approach to Gellibrand.
- Prepare a precinct structure plan for Elliminyt.
- Prepare a precinct structure plan for the East Colac area north of the Princes Highway.
- Undertake a residential land supply analysis for all segments of the Colac market.
- Undertake an industrial land supply analysis for Colac.
- Undertake an analysis of parking issues in the Colac and Apollo Bay Commercial areas.
- Develop an open space strategy to guide future open space provision for residential development in new and established residential areas in Colac and Apollo Bay.
- Further investigate and consider the former Bruce Street landfill site for the purpose of a recreation area or other appropriate use linked to Lake Colac.
- Prepare an Apollo Bay Harbour Precinct Master Plan for the redevelopment of the port vicinity with a tourism, fishing, boating, commercial and recreational focus strengthening links to the town centre and providing net community benefits.
- Prepare a structure plan for Birregurra to manage future growth in a manner responsive to environmental constraints and respectful of the unique qualities of this township. This should be prepared and implemented before the advent of sewerage to ensure development is properly controlled to ensure the preservation and enhancement of the local character and natural and built form of the town.
- Investigate the development of policy guidelines to guide development within the Birregurra township including materials, built form, height, setback and colours and the appropriateness of a Design and Development Overlay to protect its unique qualities.
- In conjunction with Barwon Region Water Corporation, assess the needs and opportunities for reticulated sewerage in Birregurra and impacts on future development.
- Update Overlays on completion of the Corangamite River Health Strategy.
- Update the Vegetation Protection and Environmental Significance Overlays to incorporate revisions to the Ecological Vegetation Class mapping.

COLAC OTWAY PLANNING SCHEME

- Update the Land Subject to Inundation Overlay and schedule to align with revised data and mapping when available from the Corangamite Catchment Management Authority.
- Revise the Erosion Management Overlay following completion of the Department of Primary Industries and Corangamite Catchment Management Authority review.
- Consider applying the Salinity Management Overlay to areas recommended by the Corangamite Catchment Management Authority.
- Review retail and office floor space needs in Colac and review zones accordingly.
- Investigate potential to accommodate additional township development on 2324 and 2330 Birregurra-Forrest Road, Forrest as part of a local bushfire risk assessment.
- Prepare township plans for Alvie, Cororooke and Beecro to determine a revised settlement boundary that supports growth of the towns in accordance with the Rural Living Strategy.
- Investigate potential for expansion of Gellibrand and Beech Forrest subject to further strategic assessment having regard to bushfire risk and effluent management.

**Undertaking other actions**

- Develop strategies to identify and, if possible, mitigate bushfire risk within the Forrest Township.
- Maintain close linkages with the Corangamite Catchment Management Authority, the Western Coastal Board, VicRoads, Water Corporations, the Victorian Coastal Council, the Department of Sustainability and Environment and the Department of Planning and Community Development to ensure regional consistency is developed.
- Undertake urban design improvements for the enhancement of the Colac Town Centre.
- Undertake enhanced recreation and pathway connections particularly around Lake Colac and in relation to the proposed Education, Recreation and Community Precinct.
- Maintain and enhance the local road network, particularly links with Colac, to support viability of Birregurra and encourage tourism.
- Undertake urban design and pedestrian infrastructure improvements for the enhancement of the Grant Street core in Forrest.
- Investigate the land use planning implications of sea level rise and storm surge associated with climate change and appropriate planning scheme responses.
- Identify and protect RAMSAR wetlands as important ecological and economic assets.
- Identify and promote activities which illustrate and are sensitive to local Koori history and culture.

COLAC OTWAY PLANNING SCHEME

**21.07**

**REFERENCE DOCUMENTS**

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C69

**Settlement**

- Apollo Bay Structure Plan (2007)
- Colac Structure Plan (2007)
- Apollo Bay and Marengo Neighbourhood Character Review Background Report (2003)
- Barwon Downs Township Masterplan (2006)
- Beeac Township Masterplan (2001)
- Beech Forest Township Masterplan (2003)
- Birregurra Township Masterplan (2003)
- Carlisle River Township Masterplan (2004)
- Colac Otway Rural Living Strategy (2011)
- Cressy Township Masterplan (2007)
- Forrest Structure Plan (2011)
- Forrest Township Masterplan (2007)
- Gellibrand Township Masterplan (2004)
- Lavers Hill Township Masterplan (2006)
- Siting and Design Guidelines for Structures on the Victorian Coast, Victorian Coastal Council (1997)
- Skenes Creek, Kennett River, Wye River and Separation Creek Neighbourhood Character Study (2005)
- Swan Marsh Township Masterplan (2001)

**Environment**

- Biodiversity Action Planning – Otway Plain Bioregion, 2003
- Biodiversity Action Planning – Otway Ranges Bioregion, 2003
- Biodiversity Action Planning – Victorian Volcanic Plains Bioregion, 2003
- Biodiversity Action Planning – Warrnambool Plains Bioregion, 2003
- Central West Victoria Regional Coastal Action Plan (2002)
- Central West Victoria Estuaries Coastal Action Plan (2005)
- Coastal Spaces Recommendations Report (2006), Department of Sustainability and Environment
- Colac Otway Heritage Study (2003)
- Colac Otway Shire Three Towns Stormwater Management Strategy (2004)
- Colac Otway Stormwater Management Plan (2002)
- Corangamite Floodplain Management Strategy (2002), Corangamite Catchment Management Authority
- Corangamite Native Vegetation Strategy (2006), Corangamite Catchment Management Authority
- Corangamite Regional Catchment Strategy 2003 – 2008 (2003), Corangamite Catchment Management Authority
- Corangamite River Health Strategy (2007), Corangamite Catchment Management Authority

COLAC OTWAY PLANNING SCHEME

- Corangamite Wetland Strategy 2006 – 2011, (2006), Corangamite Catchment Management Authority
- Draft Corangamite Salinity Action Plan (2003), Corangamite Catchment Management Authority
- Great Ocean Road Region Landscape Assessment Study (2003)
- Municipal Fire Prevention Planning Guidelines (1997), Country Fire Authority
- Victorian Coastal Strategy (2002), Victorian Coastal Council
- Wastewater Management Issues Paper: Beeac (2005)
- Wastewater Management Issues Paper: Birregurra (2002)
- Wastewater Management Issues Paper: Forrest (2005)
- Wastewater Management Issues Paper: Kennett River (2002)
- Wastewater Management Issues Paper: Wye River and Separation Creek (2002)
- Domestic Wastewater Management Plan (2007), Colac Otway Shire Council

**Economic Development**

- Colac Otway Economic Development and Tourism Strategy (2004)
- Colac Otway Rural Land Strategy (2007)
- Colac West Industrial Area - Outline Development Plan for the Colac West Industrial Area (1996)



COLAC OTWAY PLANNING SCHEME

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**SCHEDULE TO THE RURAL LIVING ZONE**

Shown on the planning scheme map as **RLZ**

|                                                                                                             | Land                       | Area/Dimensions/Distance |
|-------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------|
| Minimum subdivision area (hectares).                                                                        | Eliminyt                   | 1.2ha                    |
|                                                                                                             | All other land in the zone | 23ha                     |
| Minimum area for which no permit is required to use land for a dwelling (hectares).                         | All land in the zone       | 1.2ha                    |
| Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres). | All land in the zone       | 100m <sup>2</sup>        |
| Minimum setback from a road (metres).                                                                       | All land in the zone       | 20m                      |
| Minimum setback from a boundary (metres).                                                                   | All land in the zone       | 10m                      |
| Minimum setback from a dwelling not in the same ownership (metres).                                         | All land in the zone       | 20m                      |

| Permit requirement for earthworks                                                                    | Land                 |
|------------------------------------------------------------------------------------------------------|----------------------|
| Earthworks which change the rate of flow or the discharge point of water across a property boundary. | All land in the zone |
| Earthworks which increase the discharge of saline groundwater.                                       | All land in the zone |

COLAC OTWAY PLANNING SCHEME

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**SCHEDULE TO THE RURAL ACTIVITY ZONE**

Shown on the planning scheme map as **RAZ**

**Purpose**

**Colac East Rural Activity Zone Land**

Land in Colac East zoned Rural Activity Zone is a mix of existing rural residential development, vacant land between existing Residential 1 Zone land fronting Marriner Street and the Princes Highway and a block of medium density 1 bedroom residential units on the northern side of Marriner Street in need of renewal / upgrade.

There is little, if any, productive agriculture occurring in this area. The land has been fragmented by historical subdivisions and is used primarily for 'hobby farm' or rural residential purposes. These fragmented parcels are generally around 2ha and have undermined the rural status of this land.

The use of the Rural Activity Zone will allow for existing uses to be recognised and allow minimal further development which, through subdivision in accordance with minimum lot sizes will provide the opportunity for renewal of the medium density units and the creation of a small number of additional lots on the land between Marriner Street and the highway to enhance this entrance to Colac. The rezoning will also reflect that this area contains a mix of land uses and future development must be compatible with the surrounding Farming Zone and Industrial 1 Zone.

**Apollo Bay Hinterland Rural Activity Zone Land**

The Rural Land Strategy has identified some demands for tourism and accommodation in an area to the west of Apollo Bay that has been included within the Rural Activity Zone. The identification of this area to the west of Apollo Bay does not aim to increase rural living opportunities, but aims to facilitate commercial, tourism or recreation development that will complement and benefit the particular agricultural pursuits, landscape features or natural attractions of the area.

The objective is to provide for a preferred mix of uses in the Rural Activity Zone to the west of Apollo Bay including agriculture; tourist and recreational activities; group accommodation with tourist or recreational activities (including backpacker accommodations, camping and caravan park, cabins, etc); and restaurant, but only in association with a tourist facility or recreational activity.

Development and use in the Rural Activity Zone to the west of Apollo Bay will be of a scale relevant to the land size and surrounding uses; subservient to the landscape so as not to detract from the quality of the landscape; of high quality design and style relevant to the surrounding land uses; capable of net gain environmental outcomes and self sufficient in the provision of relevant infrastructure and associated development costs.

Uses and development in the Rural Activity Zone to the west of Apollo Bay such as equestrian supplies, helipad, hotel, landscape gardening supplies, motor racing track, tavern; and other similar uses will be discouraged.

**Forrest Rural Activity Zone Land**

The Forrest Structure Plan confirmed demand for additional tourism and accommodation in Forrest and subsequently identified a Rural Activity Zone site at the northern approach into town.

The objective is to provide for group accommodation, tourist and recreational activities

COLAC OTWAY PLANNING SCHEME

including, backpacker accommodation, cabins and restaurant/cafe (but only in association with a tourist facility or recreational activity).

Development and use in the Rural Activity Zone will be of a scale relevant to the land size and responsive to the landscape of the area. Development will be of high quality design and in keeping with the open farmland appearance and self sufficient in the provision of relevant infrastructure and associated development costs.

|                                                                                                                                       | Land                                                                                                                                                                                                        | Area/Dimensions/Distance |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Minimum subdivision area (hectares).                                                                                                  | Colac East:<br>Lot CM SP28366<br>Lots 1- 23A SP 28366                                                                                                                                                       | 0.5 ha                   |
|                                                                                                                                       | Colac East:<br>Lot 1 TP 120864                                                                                                                                                                              | 2 ha                     |
|                                                                                                                                       | Lot 1 TP 120863<br>Lot 252 LP139493<br>Lot 1 PS 403928<br>Lot 1 PS 403920<br>Lot 1 TP 128994<br>Lot 2 PS 403929<br>Lot 2 PS 403928<br>Lot 1 LP 80422<br>Lot 2 LP 80422<br>Lot 1 TP185963<br>Lot 2 TP 185963 |                          |
|                                                                                                                                       | All other land in the zone                                                                                                                                                                                  | 40 ha                    |
| Minimum area for which no permit is required to use land for timber production (hectares).                                            | None specified                                                                                                                                                                                              |                          |
| Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres).                           | None specified                                                                                                                                                                                              |                          |
| Maximum floor area for which no permit is required to construct an out-building associated with an existing dwelling (square metres). | None specified                                                                                                                                                                                              |                          |
| Maximum area for which no permit is required to alter or extend an existing building used for agriculture (square metres).            | None specified                                                                                                                                                                                              |                          |
| Minimum setback from a road (metres).                                                                                                 | None specified                                                                                                                                                                                              |                          |
| Minimum setback from a boundary (metres).                                                                                             | None specified                                                                                                                                                                                              |                          |
| Minimum setback from a dwelling not in the same ownership (metres).                                                                   | None specified                                                                                                                                                                                              |                          |

COLAC OTWAY PLANNING SCHEME

| Permit requirement for earthworks                                                                    | Land           |
|------------------------------------------------------------------------------------------------------|----------------|
| Earthworks which change the rate of flow or the discharge point of water across a property boundary. | None specified |
| Earthworks which increase the discharge of saline groundwater.                                       | None specified |

COLAC OTWAY PLANNING SCHEME

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**SCHEDULE TO THE RESTRUCTURE OVERLAY**

| PS Map reference | Land                                                                                                                                                                                                   | Title of restructure plan                                                             |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| RO1              | Land generally in Old and New Station Streets and an area on the south side of Aerodrome Road and Donaldson Streets as indicated in the restructure plan.                                              | <b>Restructure Plans for Old and Inappropriate Subdivisions in Colac Otway Shire.</b> |
| RO2              | Land generally in the Dewings Bridge Road area and adjoining the Den Creek as indicated in the restructure plan.                                                                                       | <b>Restructure Plans for Old and Inappropriate Subdivisions in Colac Otway Shire.</b> |
| RO3              | Land generally adjoining the Irrewillipe-Pirron Yallock Road and intersected by the Swan Marsh-Irrewillipe Road as indicated in the restructure plan.                                                  | <b>Restructure Plans for Old and Inappropriate Subdivisions in Colac Otway Shire.</b> |
| RO4              | Land generally in the Mccorkells Road and Ryans Road area north of the Princess Highway and land south of the Princess Highway at the continuation of Ryans Road as indicated in the restructure plan. | <b>Restructure Plans for Old and Inappropriate Subdivisions in Colac Otway Shire.</b> |

COLAC OTWAY PLANNING SCHEME

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**SCHEDULE TO CLAUSE 61.03**

**Maps comprising part of this scheme:**

- 1, 1ESO1, 1ESO2, 1ESO4, 1HO, 1LSIO-FO, 1SLO, 1VPO2
- 2, 2ESO1, 2ESO2, 2ESO3, 2ESO4, 2HO, 2LSIO-FO, 2SLO, 2VPO2
- 3, 3ESO2, 3ESO4, 3HO, 3LSIO-FO, 3RO
- 4, 4ESO4, 4HO, 4LSIO-FO, 4VPO2
- 5, 5DDO, 5DPO, 5ESO1, 5ESO2, 5ESO4, 5HO, 5LSIO-FO, 5PAO, 5VPO1,
- 6, 6ESO1, 6HO, 6LSIO-FO, 6PAO, 6VPO1, 6RO
- 7, 7ESO1, 7HO
- 8, 8ESO1, 8HO, 8SLO
- 9, 9AEO, 9DDO, 9DPO, 9EMO, 9ESO1, 9ESO2, 9ESO4, 9ESO6, 9HO, 9LSIO-FO,  
9PAO, 9SLO1, 9VPO2, 9WMO
- 10, 10ESO1, 10ESO2, 10ESO4, 10HO, 10LSIO-FO
- 11, 11DDO, 11DPO, 11EMO, 11ESO1, 11ESO2, 11HO, 11LSIO-FO, 11PAO,  
11SLO1, 11VPO1, 11WMO
- 12, 12EMO, 12ESO4, 12HO, 12LSIO-FO, 12PAO, 12VPO2, 12WMO
- 13, 13HO, 13EMO, 13ESO3, 13LSIO-FO
- 14, 14ESO4, 14EMO, 14HO, 14LSIO-FO, 14VPO1, 14VPO2, 14WMO
- 15, 15EMO, 15ESO2, 15ESO3, 15HO, 15LSIO-FO, 15SLO, 15VPO1, 15VPO2,  
15WMO, 15RO
- 16, 16DPO, 16EMO, 16ESO2, 16ESO3, 16ESO4, 16HO, 16LSIO-FO, 16PAO,  
16VPO1, 16VPO2, 16SLO, 16WMO, 16RO
- 17, 17EMO, 17HO, 17LSIO-FO, 17WMO
- 18, 18EMO, 18HO, 18LSIO-FO, 18SLO, 18WMO
- 19, 19EMO, 19ESO2, 19ESO3, 19HO, 19LSIO-FO, 19SLO, 19VPO1, 19VPO2,  
19WMO
- 20, 20EMO, 20ESO2, 20ESO3, 20HO, 20LSIO-FO, 20VPO1, 20WMO
- 21, 21EMO, 21ESO2, 21ESO3, 21ESO4, 21ESO5, 21HO, 21LSIO-FO, 21SLO3,  
21VPO1, 21VPO2, 21WMO
- 22, 22EMO, 22ESO2, 22ESO3, 22HO, 22SLO3, 22VPO2, 22WMO
- 23, 23DDO, 23EMO, 23ESO2, 23ESO4, 23HO, 23LSIO-FO, 23SLO, 23NC0,  
23WMO
- 24, 24DDO, 24EMO, 24ESO2, 24HO, 24LSIO-FO, 24SLO, 24NC0, 24WMO
- 25, 25EMO, 25ESO2, 25ESO3, 25ESO4, 25HO, 25LSIO-FO, 25SLO4, 25VPO1,  
25VPO2, 25WMO
- 26, 26EMO, 26ESO2, 26ESO3, 26ESO5, 26HO, 26LSIO-FO, 26SLO3, 26SLO4,  
26VPO1, 26VPO2, 26WMO
- 27, 27AEO, 27DDO5, 27DDO6, 27DDO7, 27DPO, 27EMO, 27ESO2, 27ESO3,  
27ESO5, 27HO, 27LSIO-FO, 27PAO, 27SLO3, 27VPO1, 27VPO2, 27WMO

COLAC OTWAY PLANNING SCHEME

- 28, 28DDO, 28EMO, 28ESO2, 28LSIO-FO, 28NC0, 28SLO, 28SLO3, 28SLO5, 28VPO2, 28WMO
- 29, 29DDO7, 29DPO, 29EMO, 29ESO2, 29HO, 29LSIO-FO, 29PAO, 29SLO3, 29WMO
- 30, 30AEO, 30DDO7, 30EMO, 30ESO2, 30LSIO-FO, 30SLO3, 30VPO1, 30WMO

COLAC OTWAY SHIRE PLANNING SCHEME

--/--/20--  
C69-

**SCHEDULE TO CLAUSE 81.01**

| Name of document                                                                              | Introduced by: |
|-----------------------------------------------------------------------------------------------|----------------|
| Restructure Plans for Old and Inappropriate Subdivisions in Colac Otway Shire, December 2012. | <b>C69</b>     |
|                                                                                               |                |



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION

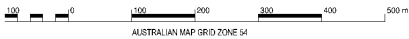


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This map should be used in conjunction with additional Planning Overlay Maps (if applicable) as indicated on the INDEX TO MAPS.

- Public Land**
- Public Conservation Area Resource Zone
  - Public Use Zone - Education
  - Public Use Zone - Service and Utility
- Residential**
- Township Zone
- Rural**
- Rural Activity Zone
  - Rural Living Zone

ZONES



AUSTRALIAN MAP GRID ZONE 54



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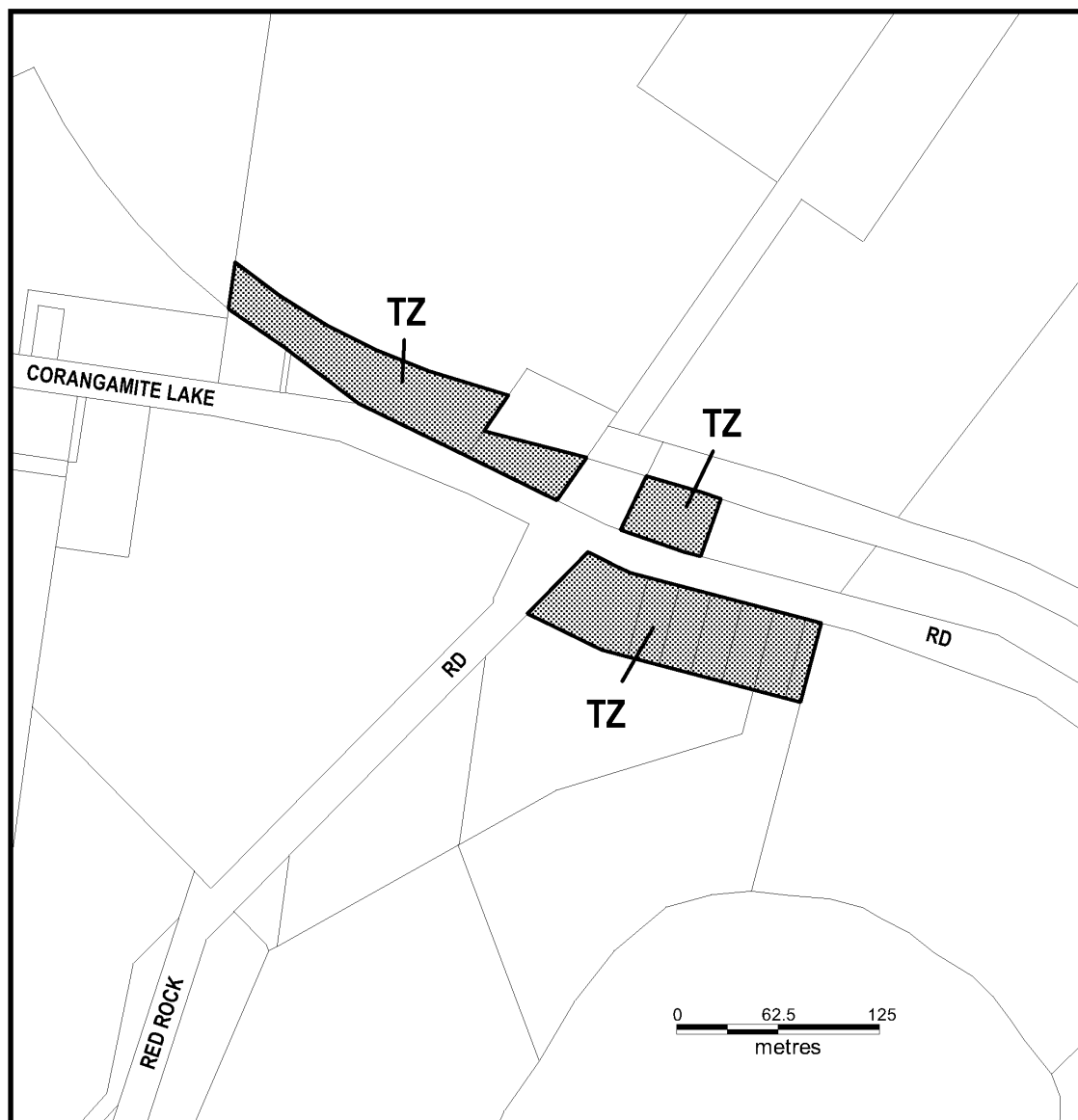
AMENDMENT C69

INDEX TO ADJOINING METRIC SERIES MAP

|    |    |    |    |
|----|----|----|----|
| 1  | 2  | 3  | 4  |
| 5  | 6  | 7  | 8  |
| 9  | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 |

MAP No 17

## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 5

### LEGEND

 **TZ** TOWNSHIP ZONE

## AMENDMENT C69

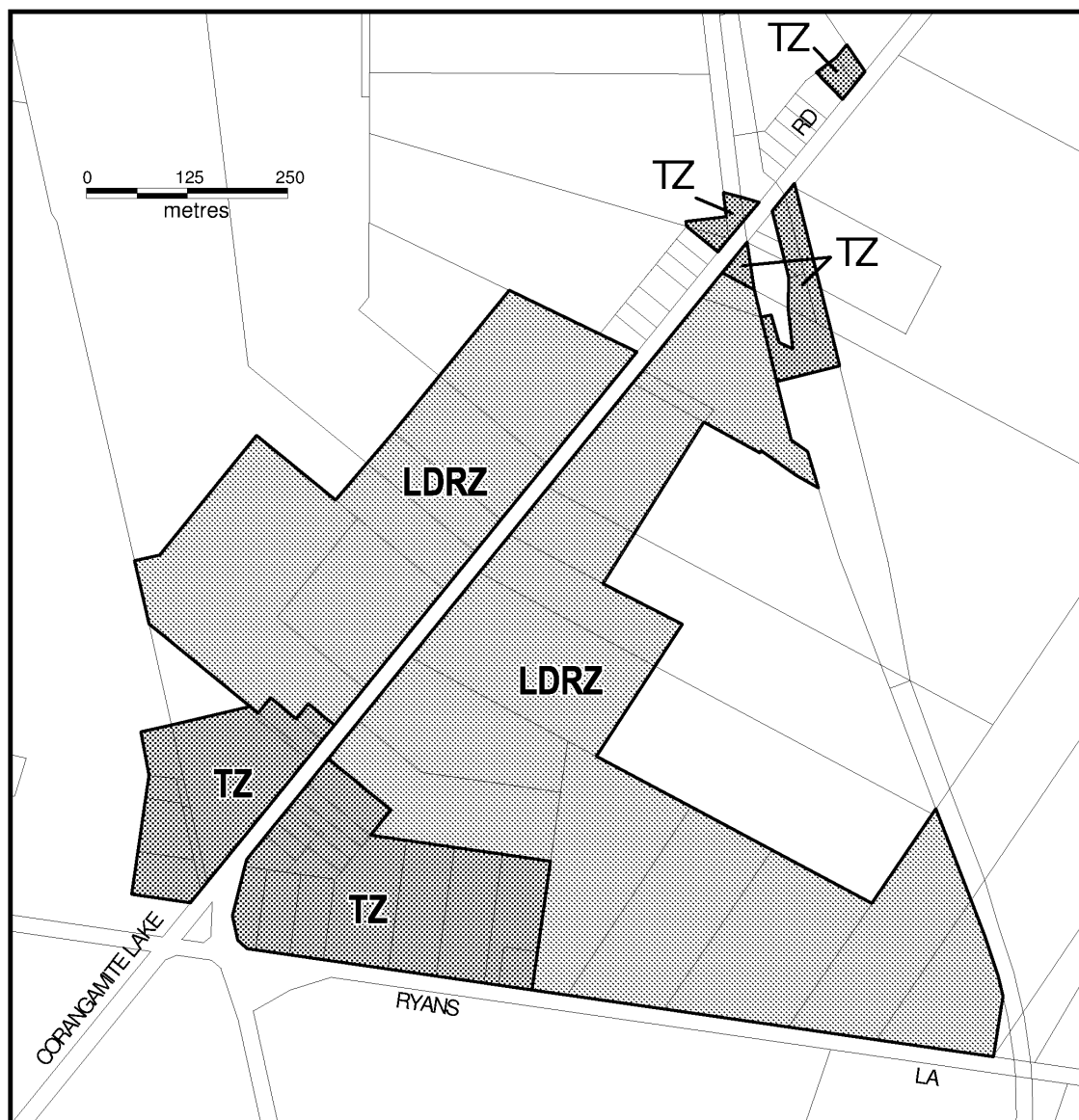
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Statutory Systems  
Planning, Heritage and Urban Design  
Department of Planning and Community Development



Department of Planning  
and Community Development

002

## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



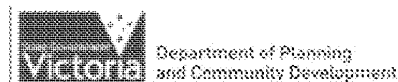
Part of Planning Scheme Map 5

### LEGEND

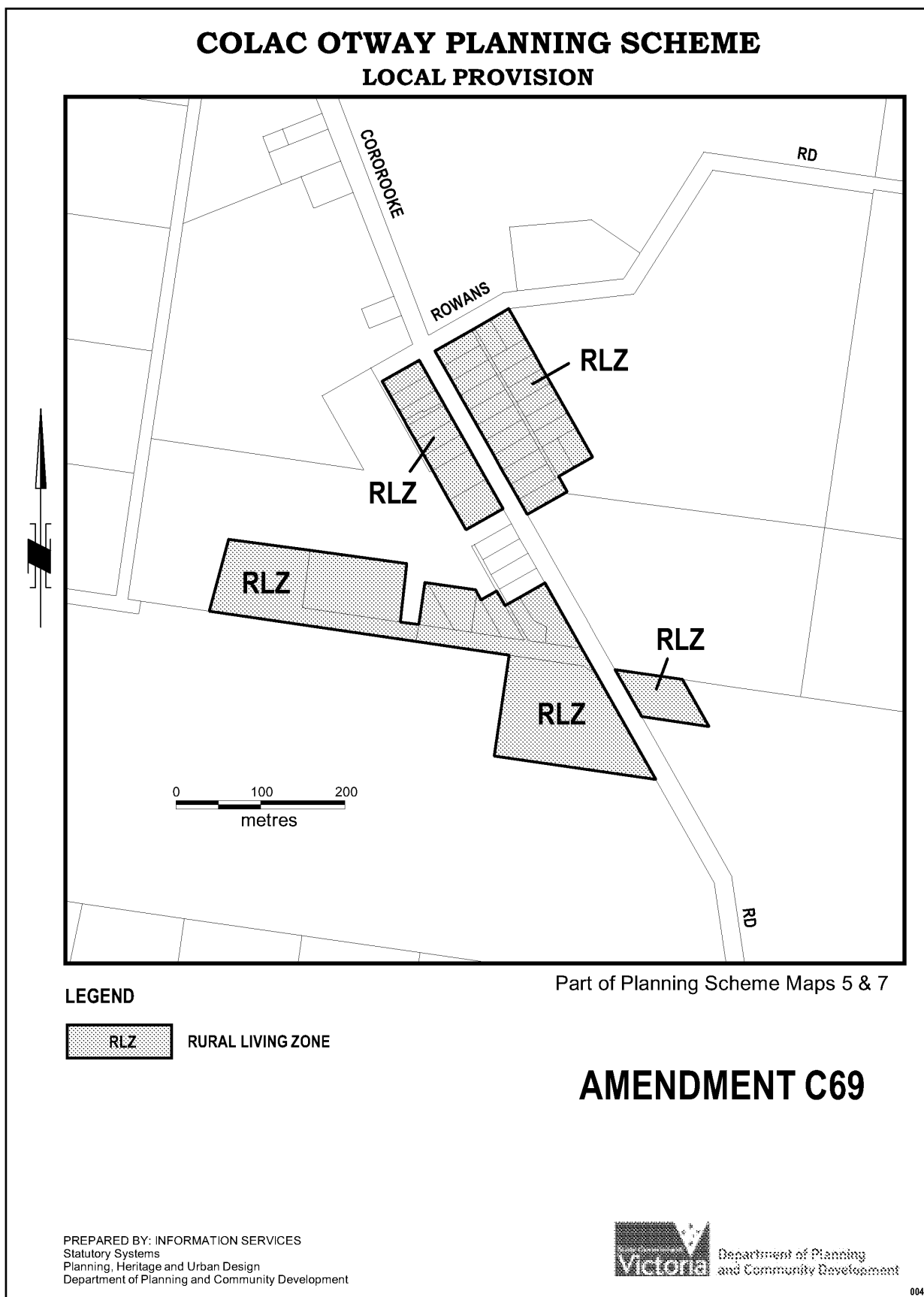
|  |                              |
|--|------------------------------|
|  | TOWNSHIP ZONE                |
|  | LOW DENSITY RESIDENTIAL ZONE |

## AMENDMENT C69

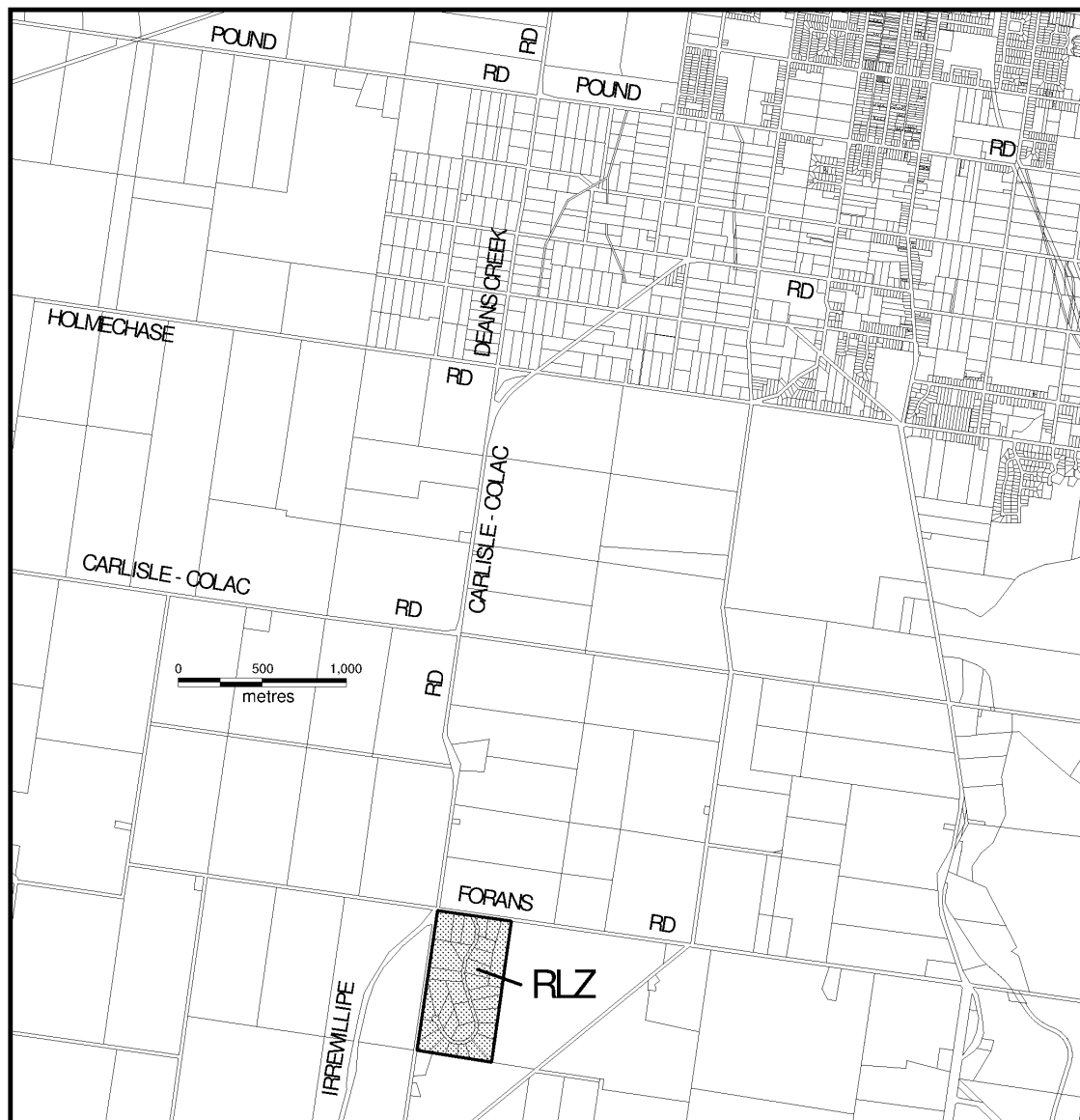
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003



## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



### LEGEND



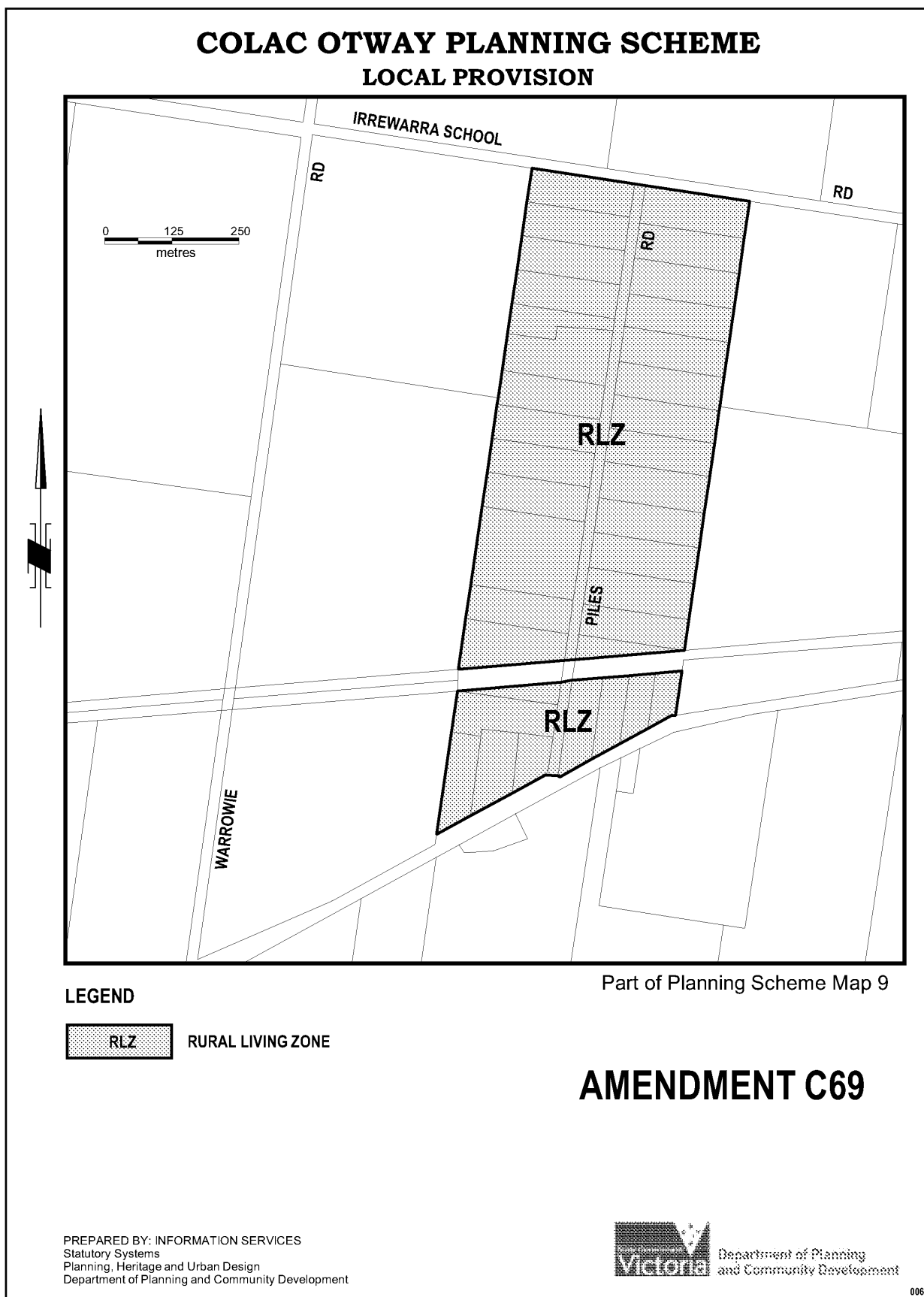
Part of Planning Scheme Maps 11 & 15

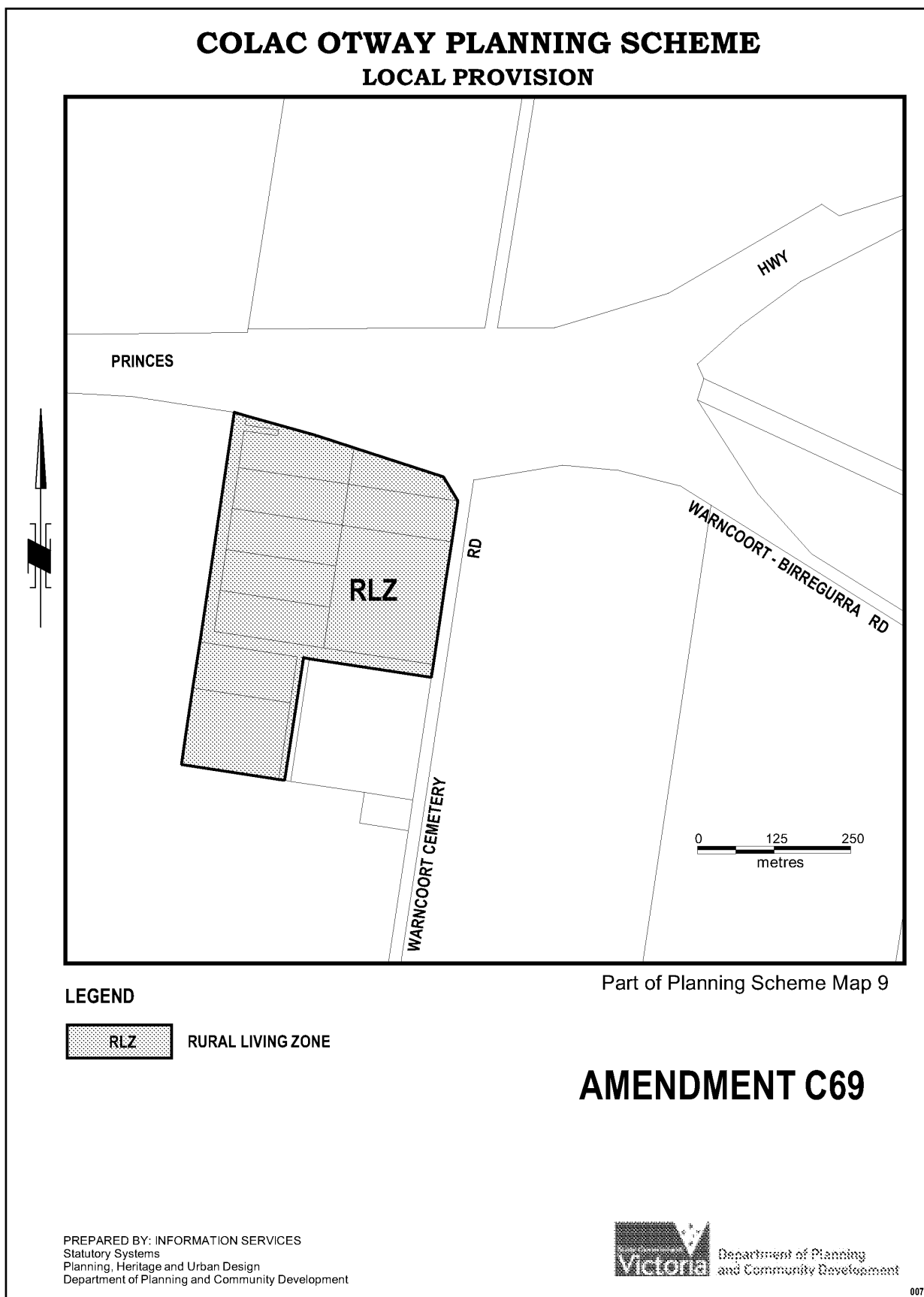
## AMENDMENT C69

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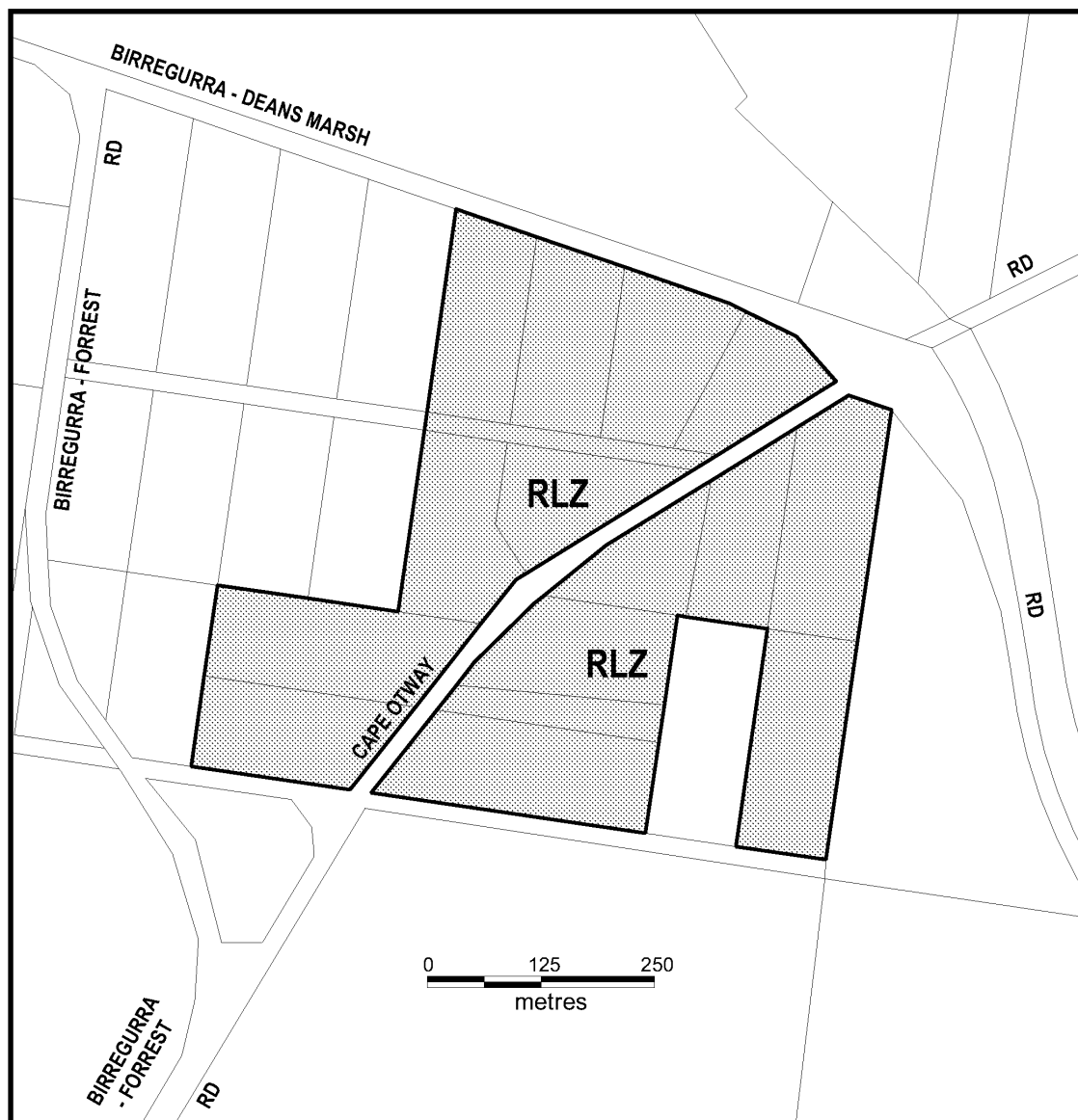
005







## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Maps 12 & 18

### LEGEND

**RLZ** RURAL LIVING ZONE

## AMENDMENT C69

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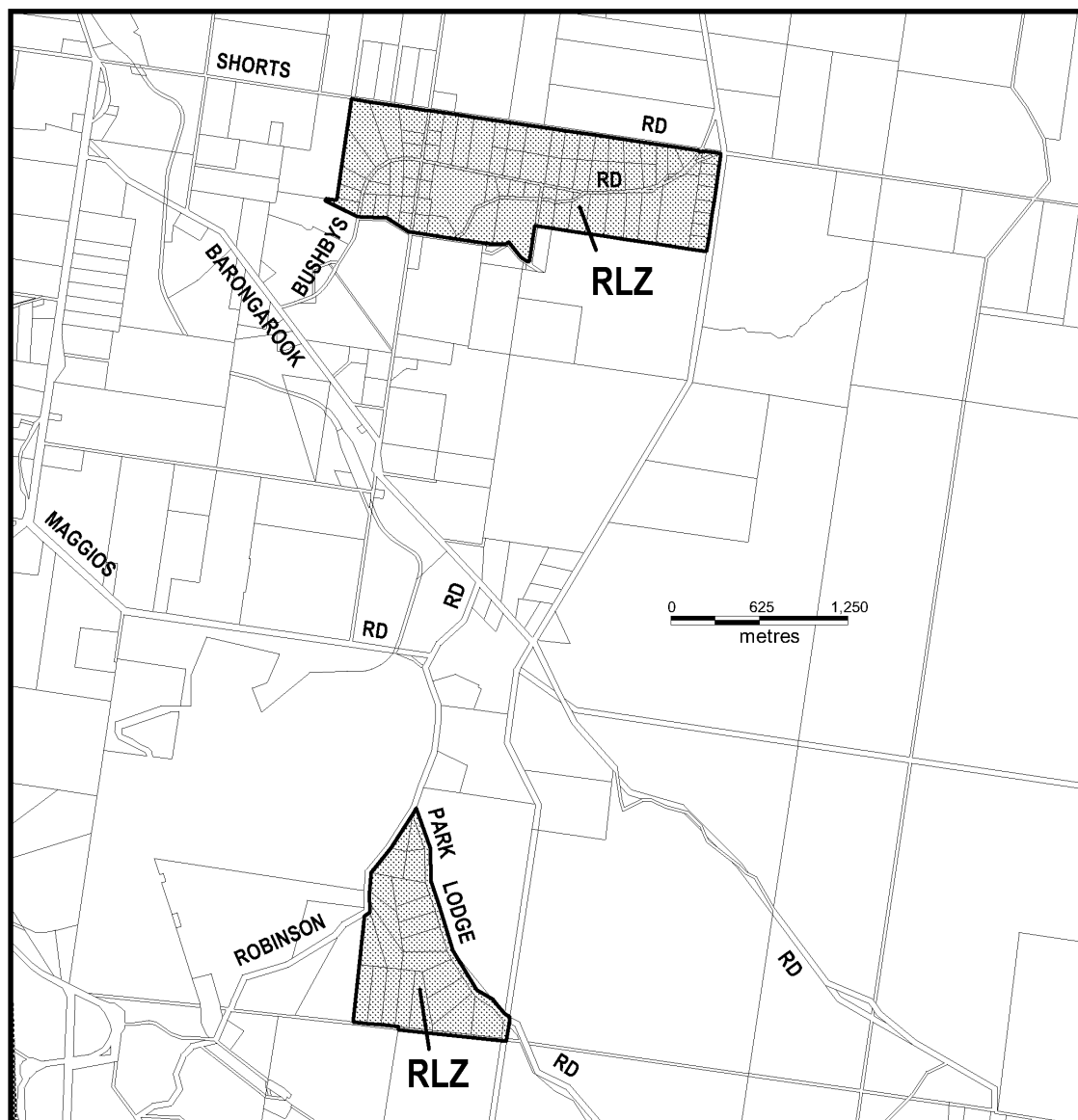


Department of Planning  
and Community Development

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## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 16

### LEGEND

**RLZ** RURAL LIVING ZONE

## AMENDMENT C69

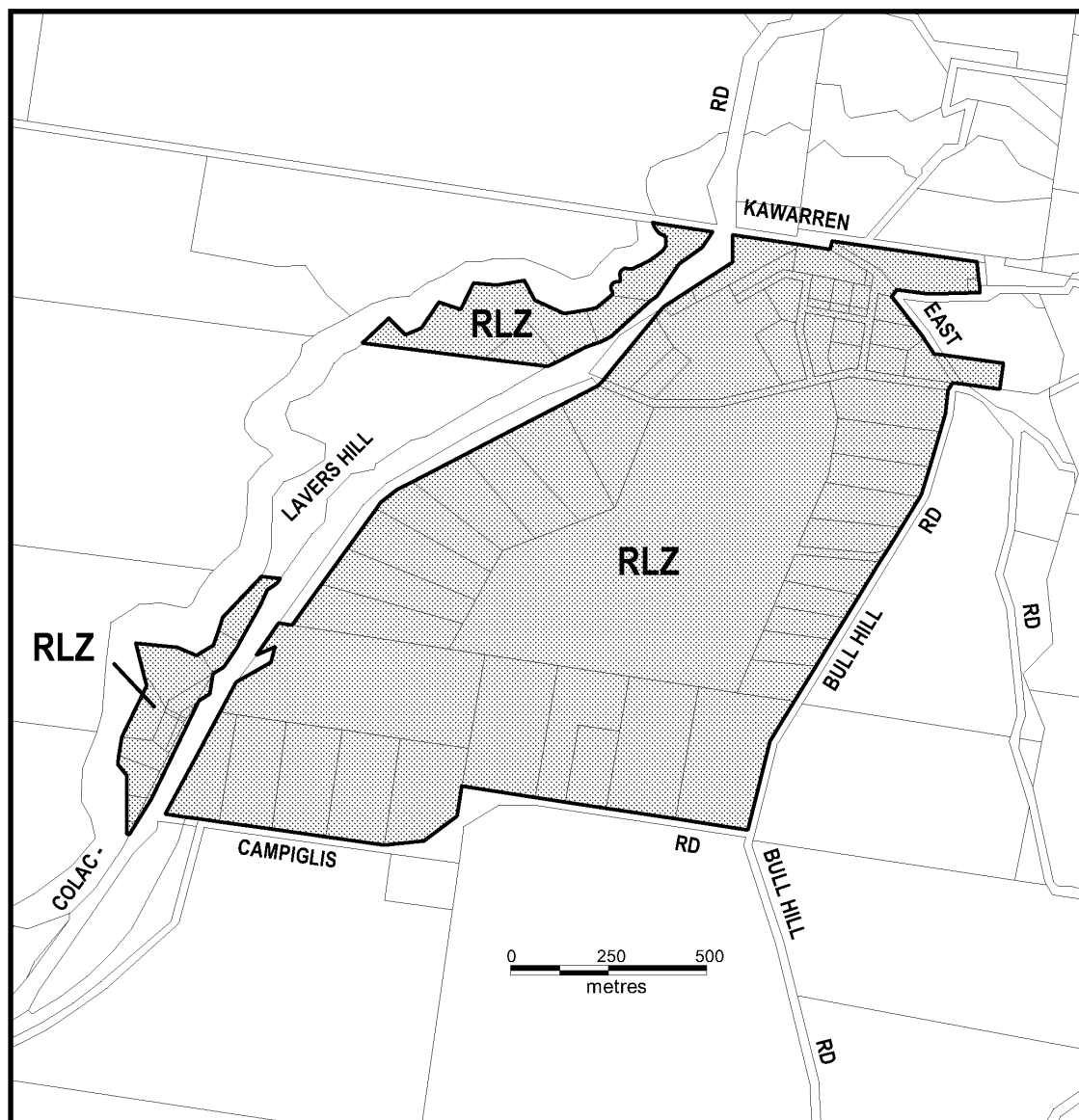
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Department of Planning and Community Development



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and Community Development

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## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Maps 15 & 16

### LEGEND

**RLZ** RURAL LIVING ZONE

## AMENDMENT C69

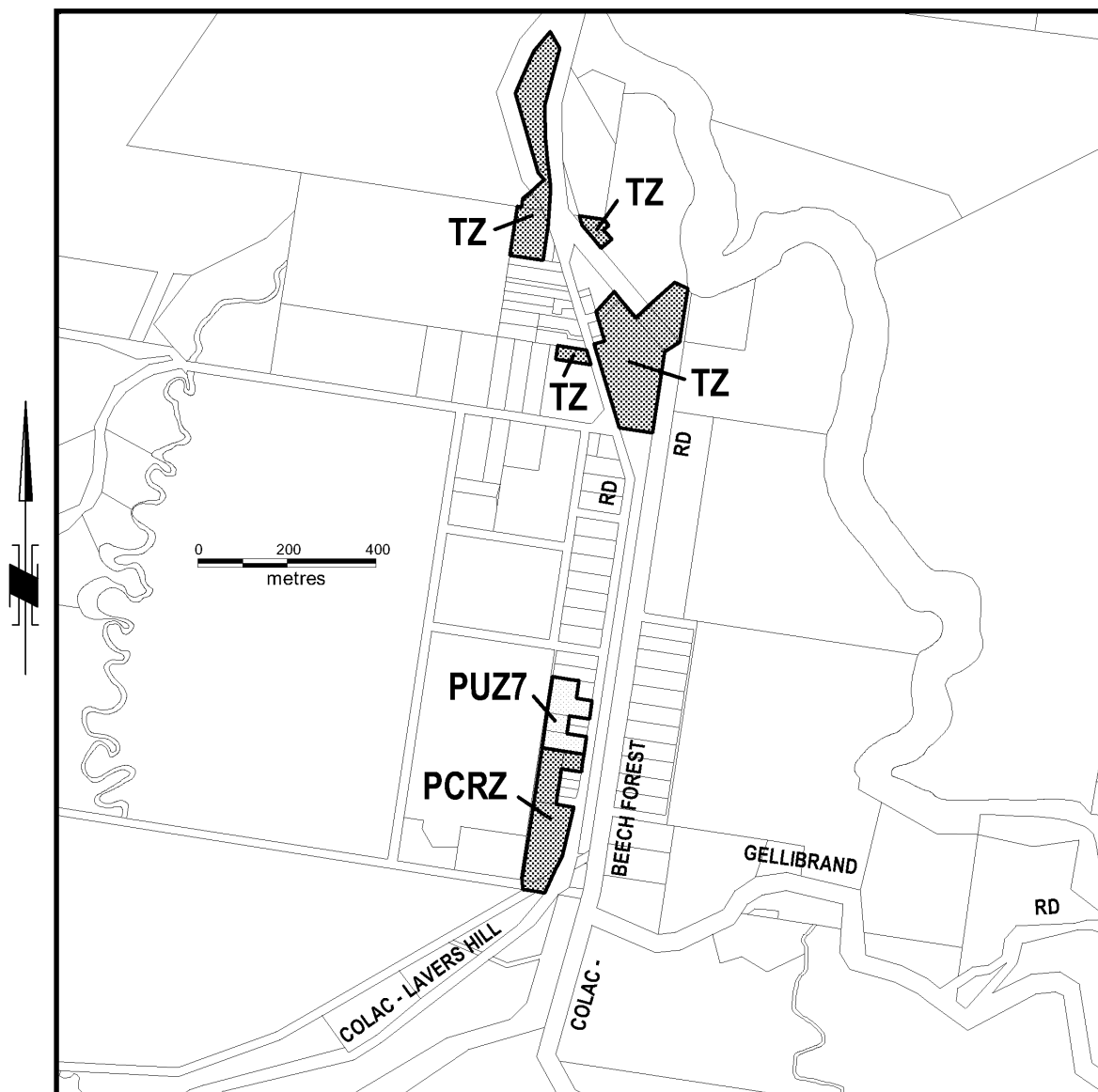
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## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Maps 15 & 20

### LEGEND

|                                                                                     |                                     |
|-------------------------------------------------------------------------------------|-------------------------------------|
|  | TOWNSHIP ZONE                       |
|  | PUBLIC USE ZONE - OTHER PUBLIC USE  |
|  | PUBLIC CONSERVATION & RESOURCE ZONE |

## AMENDMENT C69

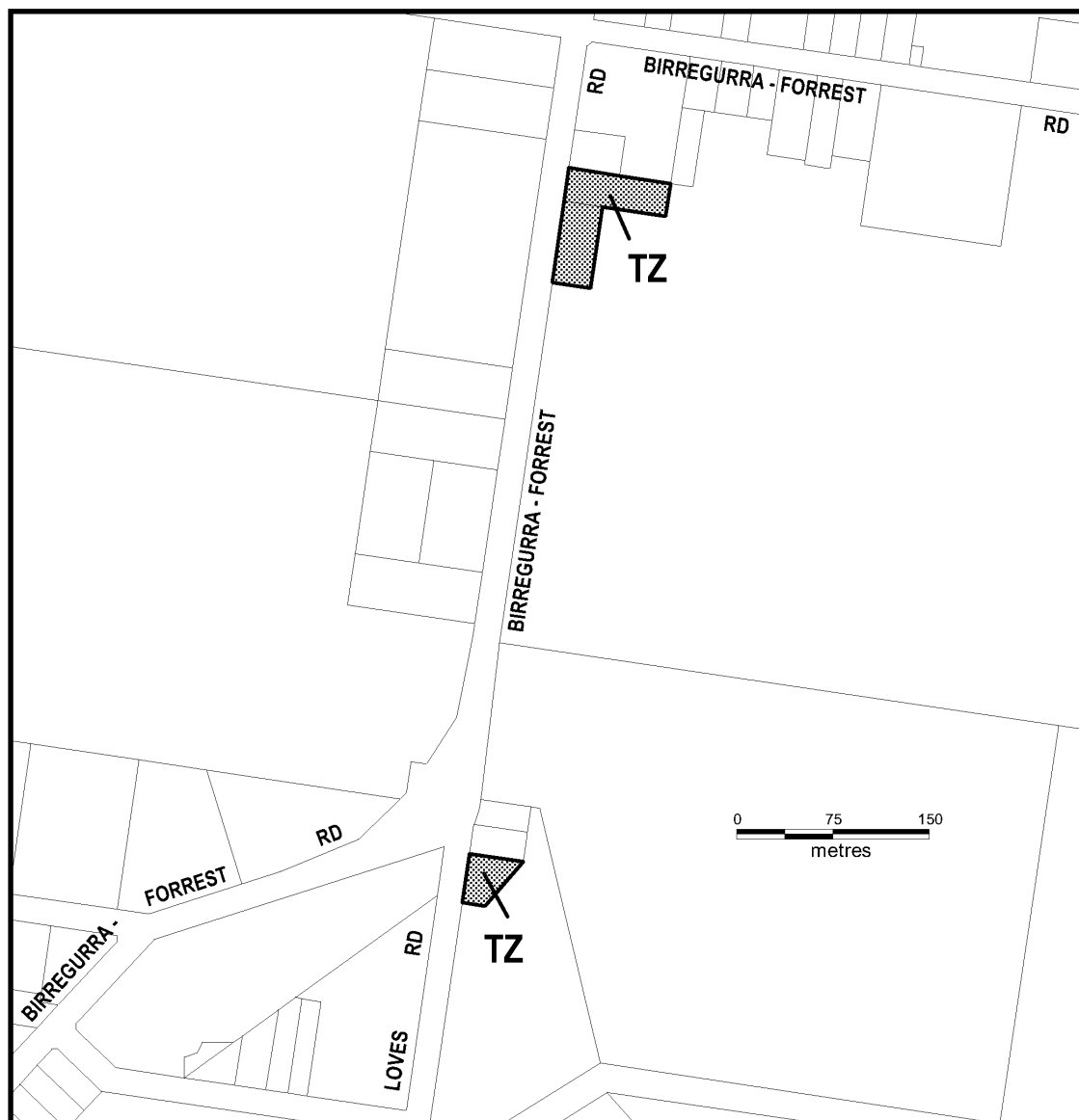
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Planning, Heritage and Urban Design  
Department of Planning and Community Development



Department of Planning  
and Community Development

011

## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



### LEGEND



Part of Planning Scheme Map 16

## AMENDMENT C69

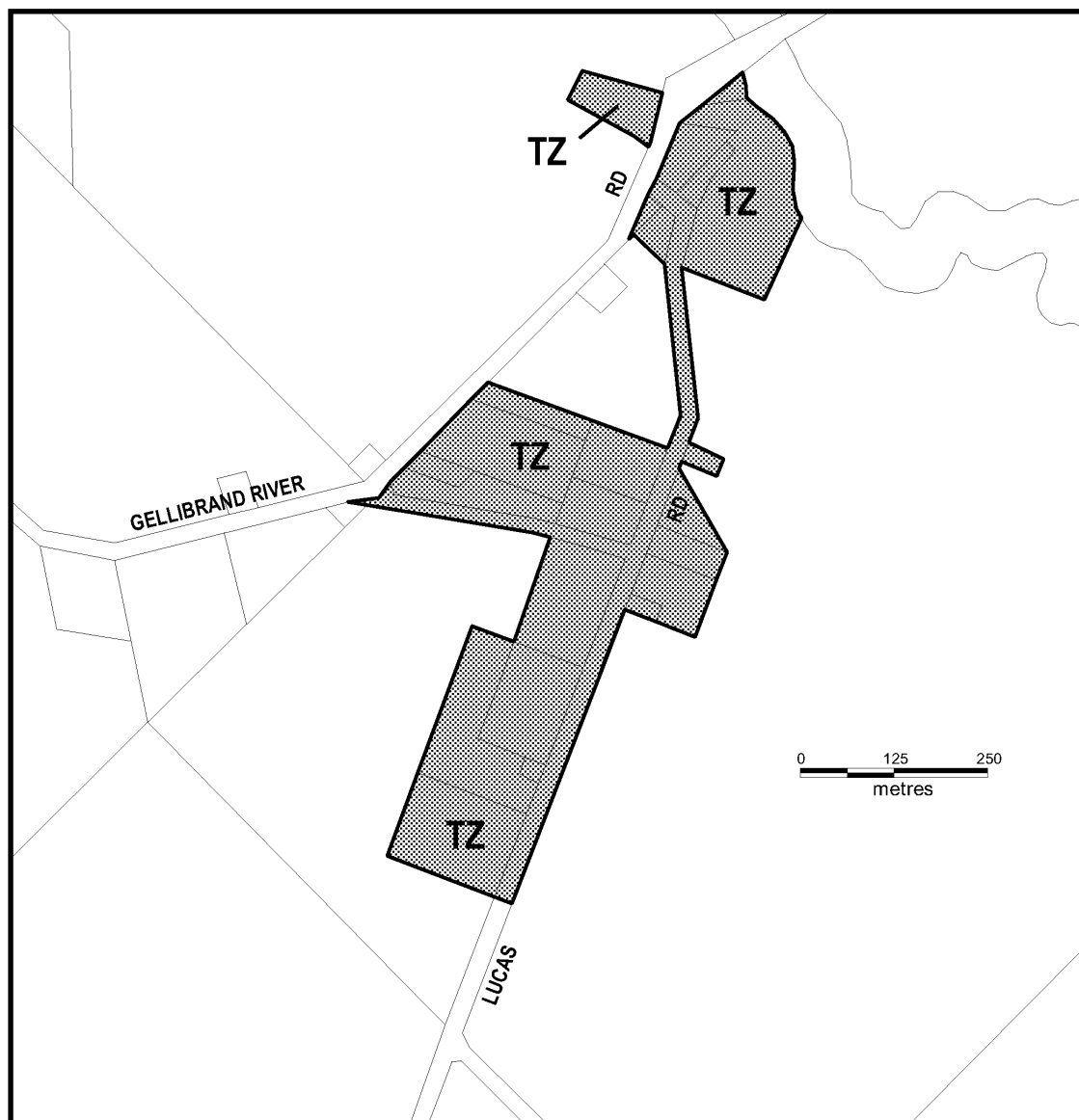
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012

## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



### LEGEND

**TZ** TOWNSHIP ZONE

Part of Planning Scheme Map 19

## AMENDMENT C69

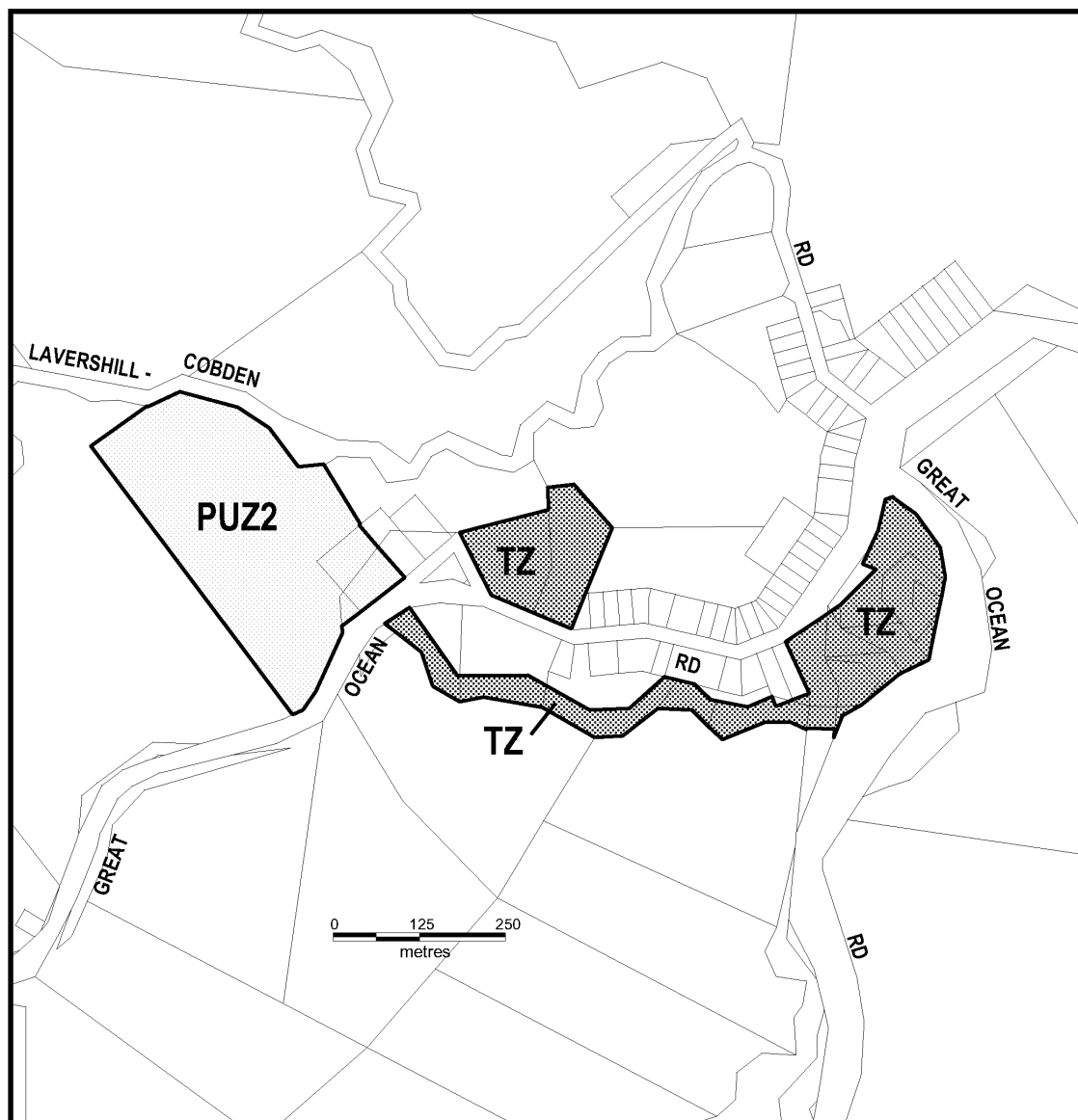
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## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 25

### LEGEND

|                                                                                     |                             |
|-------------------------------------------------------------------------------------|-----------------------------|
|  | TOWNSHIP ZONE               |
|  | PUBLIC USE ZONE - EDUCATION |

## AMENDMENT C69

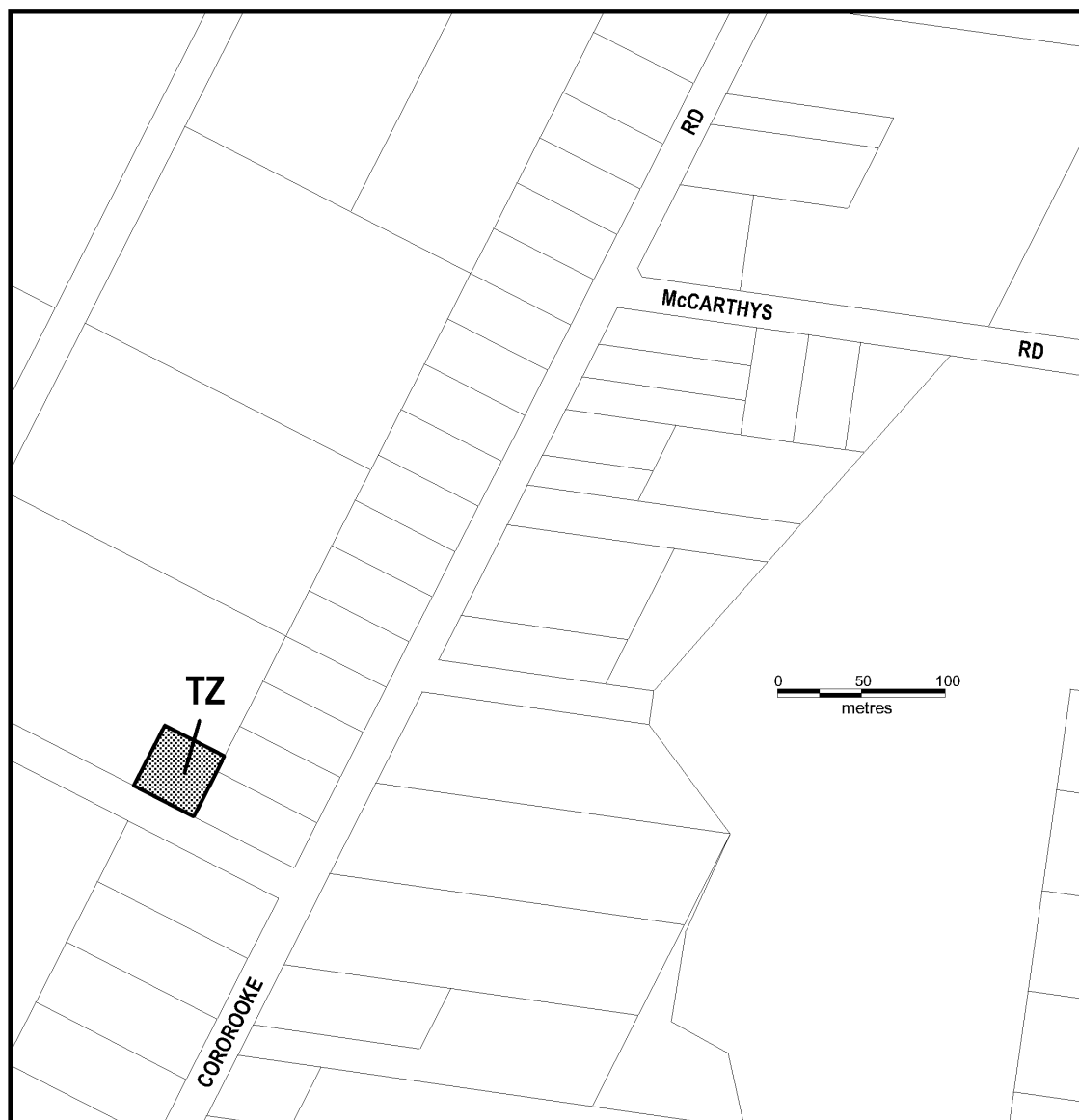
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## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 8

### LEGEND



## AMENDMENT C69

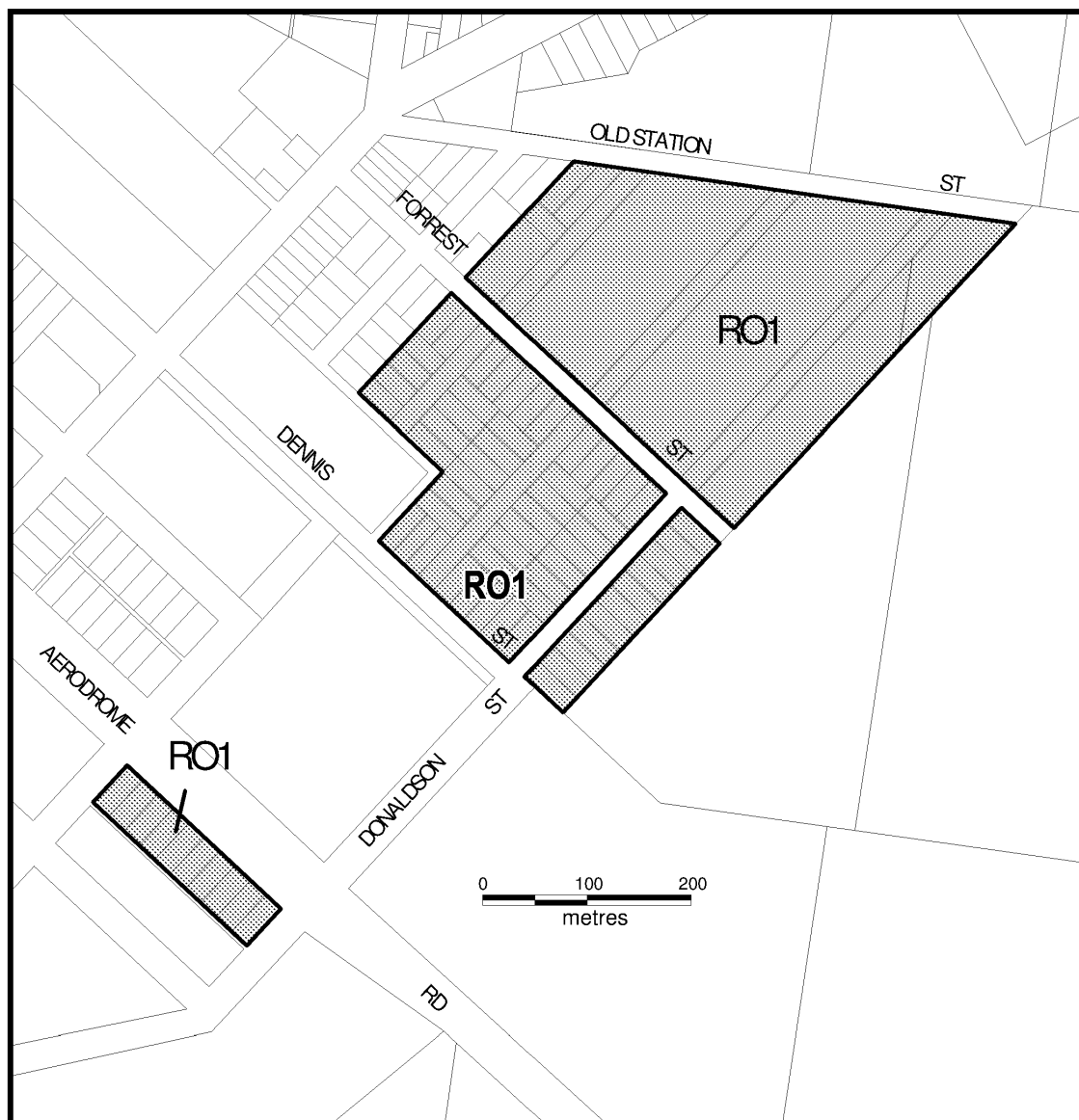
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015

## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 3RO

### LEGEND



R01 RESTRUCTURE OVERLAY - SCHEDULE 1

## AMENDMENT C69

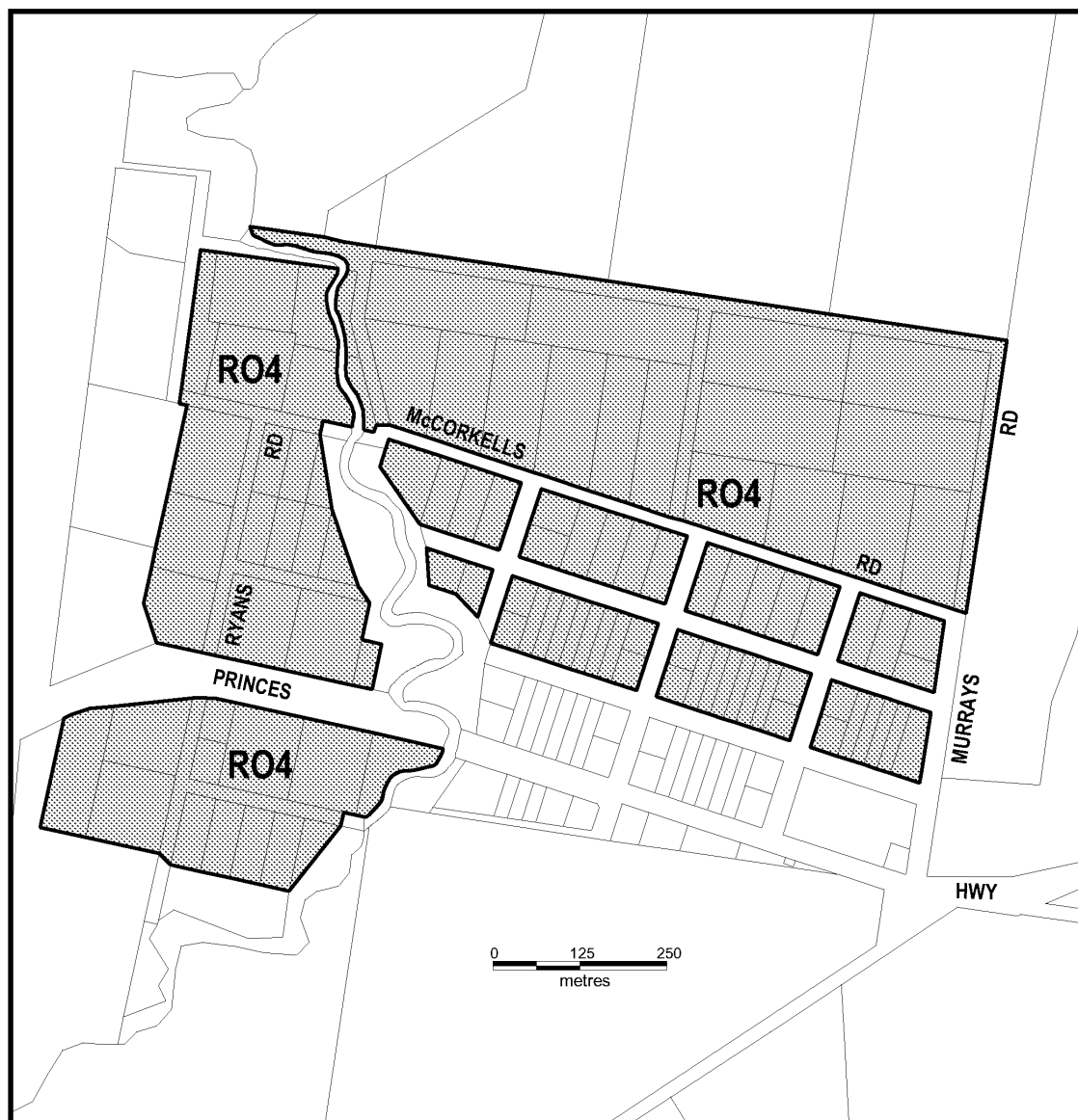
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016



## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 6RO

### LEGEND



## AMENDMENT C69

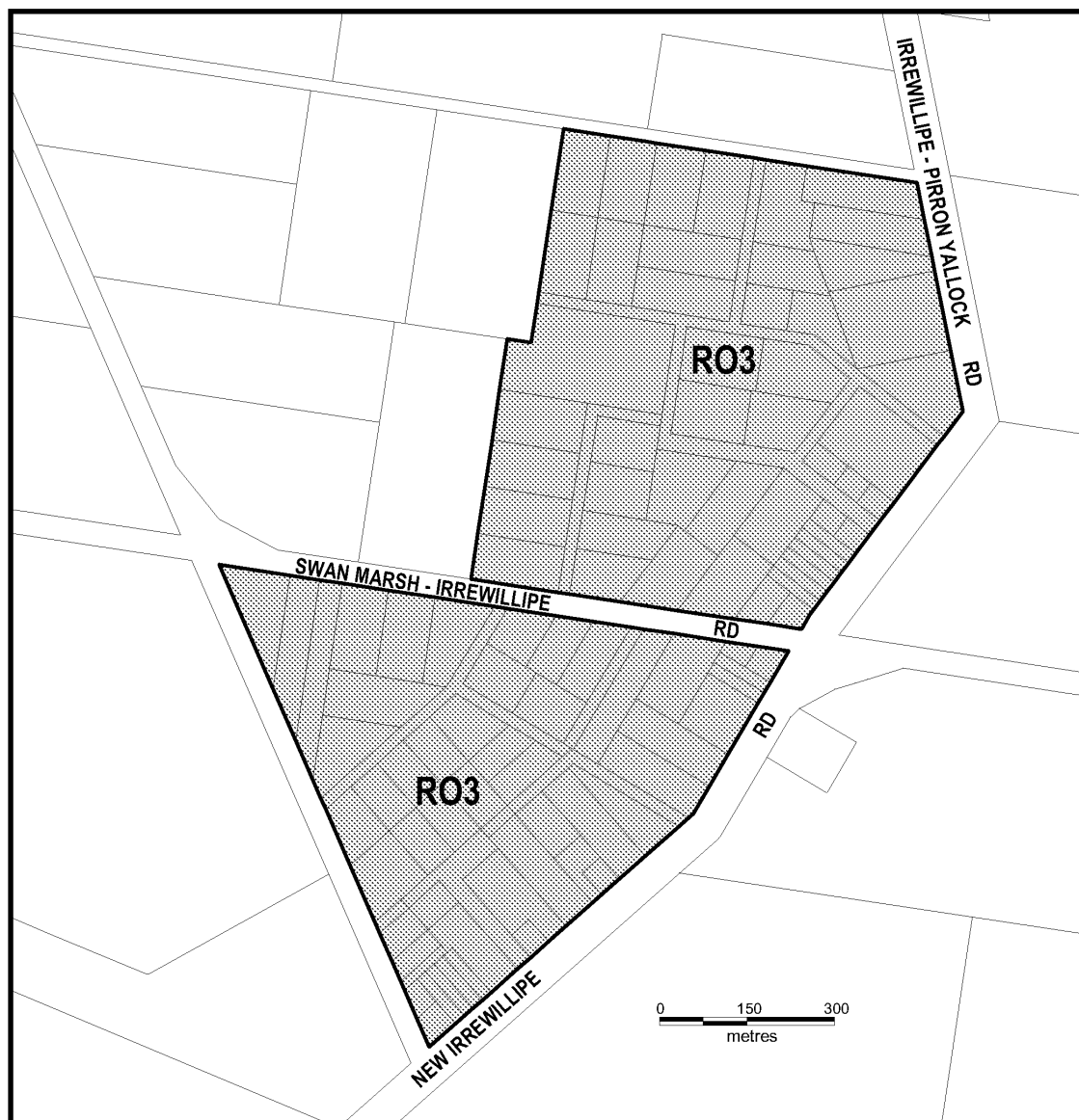
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017

## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 15RO

### LEGEND

**R03** RESTRUCTURE OVERLAY - SCHEDULE 3

## AMENDMENT C69

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## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 16RO

### LEGEND

**R02** RESTRUCTURE OVERLAY - SCHEDULE 2

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*Restructure Plans for Old and Inappropriate Subdivisions – December 2012*



# **Colac Otway Shire**

## **Restructure Plans for Old and Inappropriate Subdivisions in Colac Otway Shire**

**December 2012**

*Restructure Plans for Old and Inappropriate Subdivisions – December 2012*

**Introduction**

This document is incorporated into the Colac Otway Planning Scheme pursuant to Clause 81 and has statutory effect in relation to administration of the Restructure Overlay (RO) under that Scheme at Clause 45.05.

Four precincts of rural land have been included in the Restructure Overlay through Planning Scheme Amendment C69. They include land at:

Cressy  
Pirron Yallock  
Irrewillipe  
Gerangamete

This document outlines the approach to be taken when considering planning permit applications for subdivision and/or dwellings on land contained within the Restructure Overlay in each of these locations.

**Strategic Basis**

The Colac Otway Shire Rural Living Strategy (2011) identified a small number of rural areas of the Shire where the allotment pattern consisted of a concentration of small sized lots held in a small number of land ownerships. These precincts are all in the Farming Zone and are currently used for a range of rural uses. They are each distinctive from the larger lots in surrounding areas, and in some cases, represent on paper the layout of an urban settlement. For various reasons these properties have never been developed for the purpose of settlements (or at a density representative of settlements).

A Restructure Overlay has been introduced to these precincts as recommended in the Rural Living Strategy in order to prevent the land holdings from being further fragmented by the sale of individual lots to different owners for development of a dwelling. Whilst in each instance a planning permit would be required for a dwelling on a lot below 40 hectares in area under the Farming Zone provisions, the Restructure Overlay was considered desirable to clearly flag to current and future land owners the intention that development of these concentrations of lots for dwellings was not considered appropriate on planning grounds. The desire was to put in place a statutory tool which implemented a control to limit the develop potential of the precincts.

The key purpose of the Plan is to prevent the development of more than one dwelling on tenements that were existing at the time the Plan was prepared.

The Rural Living Strategy acknowledges the importance of agriculture to the economy of the Shire, and contains a range of policy directions that discourage dwellings not necessary to support a bona fide agricultural enterprise. It further

*Restructure Plans for Old and Inappropriate Subdivisions – December 2012*

directs residential demand into defined Rural Living Zone areas and smaller townships so as to protect agricultural land from ad-hoc rural lifestyle development. It also highlights the environmental constraints affecting vast areas of the Shire in terms of flooding, bushfire risk, declared water catchments, landslip, and the like.

**Objectives**

This document aims to achieve the following objectives:

- Protect agricultural land by avoiding the fragmentation of land within the Restructure Overlay, and enabling the retention of land in agricultural production.
- Minimise new residential development in areas where there is no supporting infrastructure or services and ensure that new rural lifestyle development is directed to within the settlement boundaries of small towns in the Shire, or to designated rural residential areas zoned Rural Living Zone.
- Encourage the consolidation of allotments within land tenements affected by the Restructure Overlay.
- Limit the establishment of dwellings on allotments incapable of supporting development that meets current standards in relation to wastewater treatment.
- Limit new development in areas affected by environmental constraints such as flooding.

**Requirements**

The four precincts affected by the Restructure Overlay are identified on the plans forming part of this document.

Each of the plans identifies allotments which were held in common ownership at the time of the introduction of the Restructure Overlay, each one being marked with a corresponding letter of the alphabet.

The following requirements apply to new dwellings:

1. No more than one dwelling (including any existing dwellings) must be established on each of the tenements of land held in common ownership at the time of preparation of the plan as shown on the Restructure Plans.
2. If a planning permit is granted for a dwelling, a condition must be included on the permit that all land within the tenement be consolidated to form a single allotment.

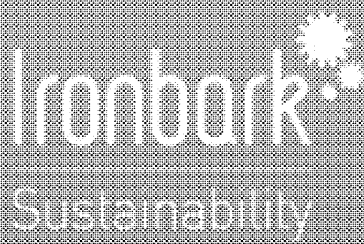
*Restructure Plans for Old and Inappropriate Subdivisions – December 2012*

3. An application for a permit for a dwelling must demonstrate that the requirements of the Farming Zone, applicable overlays, and relevant local and State planning policies are satisfied.

It should not be inferred that this Plan indicates that planning permit applications on any land affected by this Plan will be supported – the merits of applications will be assessed under the relevant planning scheme provisions.

Re-subdivision of land should not be permitted unless it results in consolidation of lots.

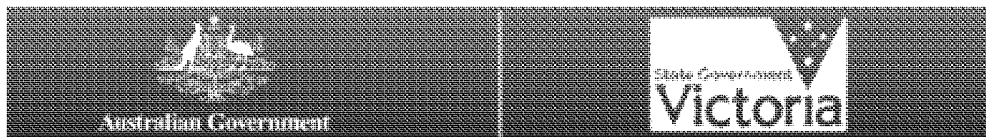


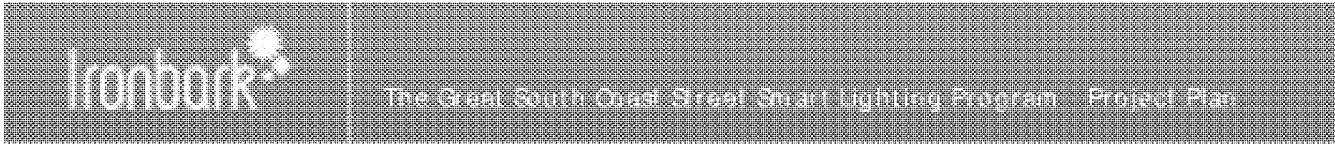


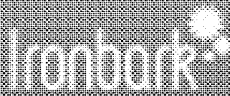
## The Great South Coast Street Smart Lighting Program *Project Plan*



# The Great South Coast Street Smart Lighting Program







## The Great South Coast Street Smart Lighting Program Project Plan

Prepared by  
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| Version | Date      | Author/Reviewer |
|---------|-----------|-----------------|
| V1      | 12/3/2012 | Alexi Lynch     |
| V2      | 20/3/2012 | Paul Brown      |
| V3      | 21/3/2012 | Alexi Lynch     |

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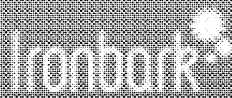
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### About Ironbark Sustainability

Ironbark Sustainability is a specialist local government consultancy that works with councils around Australia by assisting them to reduce energy and water usage through sustainable asset and data management and on-the-ground implementation.

Ironbark has been operating since 2005 and brings together decades of technical and financial analysis, maintenance and implementation experience in the areas of energy & water auditing, and public lighting technologies and management.

Ironbark provides public lighting support nationally including technology advice, technology approvals, business cases and project management. Ironbark delivers strategic and specific advice and support for the establishment of effective environmental management systems for government and business clients. We pride ourselves on supporting our clients to manage their operations more sustainably.



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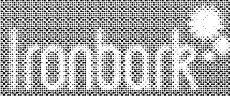
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### Appendices (attached separately. Note alphabetical naming conventions as per the CEEP Application Form requirements)

- Attachment B: Evidence of Support from Councils (B1-B6)
- Attachment E: Project Budget\*
- Attachment I: Council Street Lighting Business Cases (I1-I6)
- Attachment J: Project Timeline and Gantt Chart\*
- Attachment K: Information on Management of Waste Disposal during the Bulk Change
- Attachment L: Project Partner Evidence of Support: Ironbark Sustainability
- Attachment M: Project Partner Information: Ironbark Sustainability

\* Attachments E and J are contained in the one excel workbook.



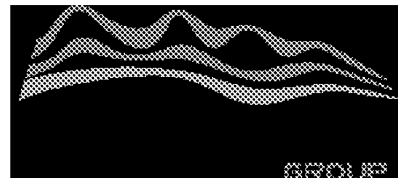


## 1 Introduction

The Great South Coast region of Victoria encompasses the Shires of Colac Otway, Corangamite, Moyne, Southern Grampians, Glenelg and the City of Warrnambool. Key cities and towns include Colac, Warrnambool, Portland and Hamilton and the region stretches along the south-west of Victoria from Apollo Bay in the east to the South Australian border in the west.

The Councils of the Great South Coast are considering undertaking works to improve the energy efficiency of street lights in residential streets (Category P lights). Energy efficient replacements are available for most of these lights and this project has the potential to be one of the largest regional infrastructure projects in the region and will be one of the first to be delivered through the Great South Coast.

The project will be managed and implemented by Great South Coast Group Incorporated (Great South Coast), a formal alliance of government, business and the community working collectively to benefit the region. It will be implemented under the auspices of the South West Sustainability Partnership.



The Great South Coast Board (comprising all Council CEO's, Mayors and CEOs of four major regional companies) will form the steering committee for the project and a working group will be created comprising asset managers from each council. The project will ultimately be delivered by the Great South Coast who will employ a specific project officer.

In total, Great South Coast has approximately seven thousand five hundred 80 Watt mercury vapour (MV) lamps in Category P (residential) streets. These luminaires are mainly owned and operated by local distribution business Powercor. There are also around sixty 50 Watt mercury vapours and one hundred 125 Watt mercury vapours.

Most of these lamps<sup>1</sup> can be replaced by either Twin 14 Watt T5 lamps or 32-Watt compact fluorescent lamps, which reduce energy usage by 68% and 62% respectively compared to the existing 80-Watt mercury vapor lamps. In addition to offering lower costs, energy consumption and greenhouse emissions, the new lights provide better lighting outcomes for the community, including:

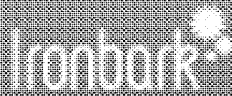
- Greater uniformity of light across and along the street
- Better colour rendering and visibility
- Less depreciation of the light output over time
- Lower glare

Financial and environmental savings from a bulk change are significant. In total, the project considered in this analysis is expected to cost \$3.04m before potential subsidies<sup>2</sup>. Net cost savings to 2030 (after project costs) are projected to be about \$9.8 million<sup>3</sup>.

<sup>1</sup> If on standard poles. Lights on non-standard poles can still be changed, but would require a separate project.

<sup>2</sup> This is based on replacing street lights with 2x14W T5s. The other option is 32W compact fluorescent lights. The two different options and procurement process is described further in *Section 4.1.3, Project Procurement*.

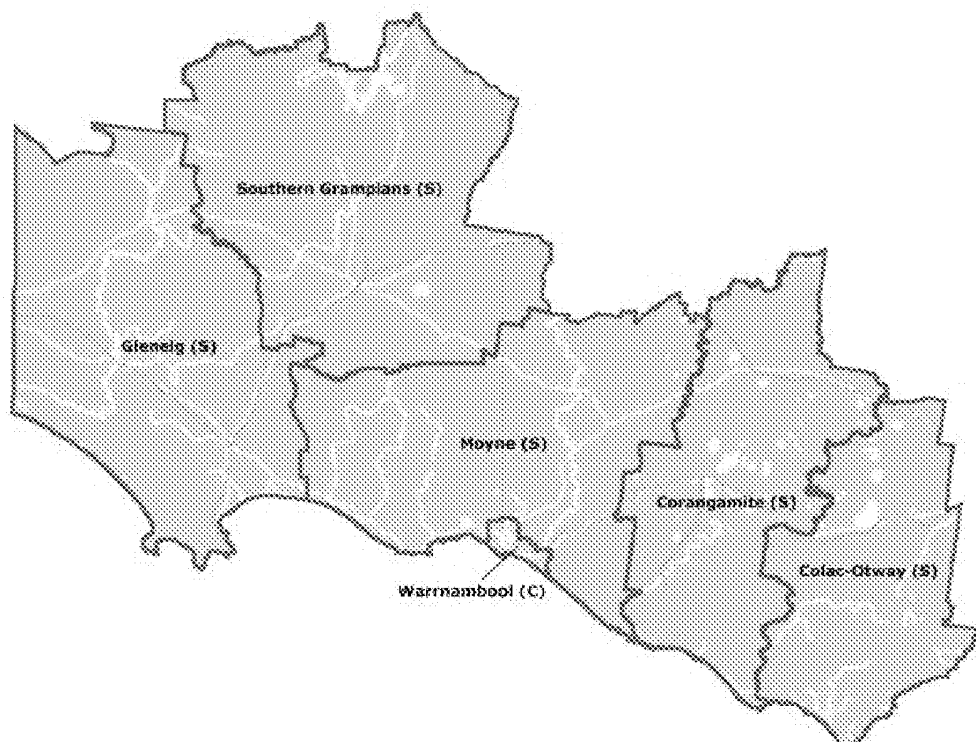
<sup>3</sup> This range is dependent on energy price increases



Great South Coast is applying for grant funding under the Community Energy Efficiency Program (CEEP) as it requires additional funds to ensure the project can go ahead.

### A Regional Approach

The six Councils have been collaborating throughout the application process in an effort to pool resources and knowledge, provide support to all Councils in the region, and ensure a consistent approach. Through this regional approach the Councils have been able to develop a project plan and application that is aligned.

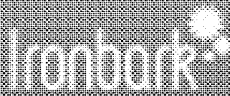


This project is being proposed as a group application because the individual Councils do not want to be liable for large amounts of grouped capital funding and also because working as a region can decrease costs, especially in especially project procurement and communications.

Working as a region will open up opportunities to:

- Reduce capital costs through joint procurement processes
- Avoid duplication of communications materials and messages
- Share resources and ideas
- Reduce project management costs through more efficient central coordination (e.g., less interaction with distributor, suppliers etc).

This project plan outlines how this iconic project would be implemented.



## 2 Project Plan

The project plan covers the following areas:

### 2.1 Project Objectives

The project aims to replace large numbers of inefficient street lights with more efficient lights. If successful in this application the project will be managed with the following objectives in mind:

- Maximisation of energy savings within project budget
- Maximisation of greenhouse gas reduction
- Reduction in Council and ratepayers electricity costs

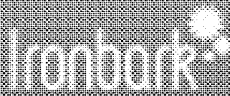
The project will also be guided by the following requirements:

- Ensuring proper procurement processes (as per the requirements of the Local Government Act)
- The use of approved, safe and thoroughly assessed lighting technologies
- Requirement of safe and efficient work practices
- The use of clear policies and standards for all lighting installations and design with the following community benefits:
  - Design based on Australian Standards (AS/NZS 1158)
  - Identification and inclusion of crime and safety improvements
- Community information and education that aims to:
  - Communicate information on the benefits of the project to residents, business and community organisations in saving energy and reducing greenhouse emissions
  - Engage industry (in particular the Distribution Network Service Provider, Powercor and lighting manufacturers) by demonstrating how these projects can be successful.

### 2.2 Project Outcomes and Outputs

The outcomes of the project are listed below. Please note that there are two examples of savings because there are two approved energy efficient lights that can be used. The type of light used will be confirmed through the procurement process (see *Section 4.1.3, Project Procurement.*).

1. Install 32W CFL or 2x14W T5 lights to replace:
  - a. 7,510 x 80 Watt mercury vapour (MV) lights
  - b. 61 x 50 Watt mercury vapour (MV) lights
  - c. 97 x 125 Watt mercury vapour (MV) lights
2. Additionally the following savings are expected from the project:
  - a. 2,954 tonnes of greenhouse emissions saved per year
  - b. \$9.8m over 20 years
3. Community education and promotional project:
  - a. Communication and promotion through Council websites, social media, newsletters, newspapers (see *Section 2.7, Communications Plan.*)



## 2.3 Project Structure

The project is planned to progress in the following manner. Note that sections of this project have already begun, meaning Great South Coast is at the stage where it is ready to implement pending financial assistance through CEEP.

- A. Prepare street lighting business case for Councils to consider the project**
  - a. *Already completed*
- B. Apply for funding** (internal and external)
  - a. *Already completed*
- C. Define each Council's requirements for the project**
  - a. Consult around the requirements for the new lights (in particular around safety, community need and the treatment of public transport. See *Section 4.1.1, Lighting Design Analysis*).
  - b. Assess current lighting treatment within this context and compile a final design and specification for each Council's replacement project
  - c. Prepare community education and promotional program
- D. Procure the bulk change**
  - a. Procurement including tendering or direct engagement with the relevant power authority
- E. Manage the bulk change**
  - a. Ensure clear internal communication during the bulk change project occurs including consideration of complaints, timelines, variations, media, invoicing and incident provisions
  - b. Deliver education and promotional programs
- F. Finalise and report outcomes to Great South Coast, Council and funding bodies**
  - a. Post-project follow-up





## 2.4 Partners and Roles

From a technical perspective the project is quite straightforward in that the project involves a change from one lighting type to another more efficient type. Street lighting bulk changes have been successful in a variety of jurisdictions around Australia<sup>4</sup>. However to ensure the project is low-risk to the six Councils, funders and other stakeholders, Great South Coast will partner with specialist local government service provider Ironbark Sustainability to ensure the project is a success.

In addition Great South Coast will work with the local Distribution Network Service Provider, Powercor to deliver the project. The DNSP has been involved in a number of these projects in the past and has committed to be involved in these projects in future for all interested Councils within the DNSP area<sup>5</sup>.

Table 1 below summarises the roles and responsibilities of each project participant.

### Project Roles

| Project participant                                                                                                                                                    | Role                                                | Specific responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Great South Coast                                                                                                                                                      | Project Management                                  | <ul style="list-style-type: none"> <li>Project Management on behalf of Councils</li> <li>Delivery of communication plan (See Section 2.7, Communications Plan)</li> <li>Implementation and Review</li> <li>Grant administration and budget acquittal</li> </ul>                                                                                                                                                                                                                                                                                                                           |
| Warrnambool City Council<br>Moyne Shire Council<br>Colac Otway Shire Council<br>Corangamite Shire Council<br>Glenelg Shire Council<br>Southern Grampians Shire Council | Project support, decision making and communications | <ul style="list-style-type: none"> <li>Deciding on technology choice</li> <li>Confirming procurement process</li> <li>Grant administration and budget acquittal</li> <li>Each Council will have representation on the working group and will provide a point of contact for localised project management concerns</li> <li>Each Council will also assist in the delivery of the communications plan and promotional activities</li> <li>The Mayor and CEO of each council sit on the board of the Great South Coast which will act as the steering committee for this project.</li> </ul> |
| Ironbark Sustainability                                                                                                                                                | Project advice and                                  | <ul style="list-style-type: none"> <li>Design assessment and project planning</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

<sup>4</sup> For example, Coffs Harbour (NSW 2004); Subiaco (WA 2008); Frankston, Nillumbik, Cardinia, Port Phillip, Manningham (Vic 2010); Hobsons Bay, Yarra (Vic 2011) Several other Victorian councils are expected to complete changes during 2012.

<sup>5</sup> See <http://www.aer.gov.au/content/index.phtml/itemId/727179/fromItemId/746345> for more information outlining the Regulatory decisions confirming the use of energy efficient street lighting technologies and the pricing implications for bulk replacement projects. Council's project partner, Ironbark Sustainability works with the DNSP and Council to deliver these projects.



|                                                               |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                               | support                                              | <ul style="list-style-type: none"> <li>• Procurement support</li> <li>• Project support</li> <li>• Reporting to Great South Coast and project finalization</li> </ul>                                                                                                                                                                                                                                                                             |
| Victorian Employers' Chamber of Commerce and Industry (VECCI) | Project Promotion                                    | <ul style="list-style-type: none"> <li>• Avenue to promote the outcomes to wider community</li> </ul>                                                                                                                                                                                                                                                                                                                                             |
| Powercor                                                      | Project oversight                                    | <ul style="list-style-type: none"> <li>• Check the specification (of the tender)</li> <li>• Review of project HSE documentation (e.g. Health, Safety and Environment (HSE) Plans; Job Safety Analysis (JSA); training matrix etc.)</li> <li>• Assistance with any HSE clarification, issues or incidents</li> <li>• Confirm job was done effectively (audit of selected areas)</li> <li>• Quality review of returned maps (update GIS)</li> </ul> |
| Manufacturer of energy efficient lights                       | Supply of new lights                                 | <ul style="list-style-type: none"> <li>• Supply approved lights within the required timeframe</li> </ul>                                                                                                                                                                                                                                                                                                                                          |
| Labour contractor for installation works                      | Installation of new lights and removal of old lights | <ul style="list-style-type: none"> <li>• Confirmation of HSE and project plans</li> <li>• Approval by DNSP</li> <li>• May include ordering of new lights;</li> <li>• Installation of lights and removal of existing assets (inc. mgt. of all traffic, OHS, environmental requirements in the project)</li> <li>• Disposal to an accredited recycler</li> </ul>                                                                                    |
| Waste disposal and recycling plants                           | Recycling of old lights                              | <ul style="list-style-type: none"> <li>• See attached project report on waste disposal during bulk replacement projects (See <i>Attachment K, Information on Management of Waste Disposal during the Bulk Change</i>)</li> </ul>                                                                                                                                                                                                                  |

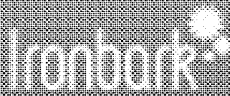
**Table 1: Project Roles**

## 2.5 Key stakeholders

The following is a summary of the key stakeholders in the project.

### Great South Coast

The Great South Coast Group Incorporated is a formal alliance of government, business and the community, all working collectively. Charged with responsibility for delivering the Great South Coast Regional Strategic Plan, the group also gives voice to regional issues and concern. This group aspires to creating a thriving, multi-faceted and resilient economy, all the while valuing and protecting our natural resources and environment. Great South Coast will work as the project manager on behalf of the Shires of Colac Otway, Corangamite, Moyne, Southern Grampians, Glenelg and Warrnambool City Council.



## The Great South Coast Street Smart Lighting Program Project Plan

The Street Smart Lighting Project will be implemented under the auspices of the South West Sustainability Partnership (of which Glenelg Shire Council, Moyne Shire Council, Southern Grampians Council and Warrnambool City Council are members).

Great South Coast will employ a project officer to implement this project. The position would dedicate 0.6 FTE for the Street Smart Lighting Project.

### Councils

Councils currently pay for street lighting. Costs are in two components: maintenance (paid to the DNSP) and energy (paid to the retailer). Councils benefit from this project through reduced costs in both maintenance and energy consumption. As the customer, the request to implement the project needs to come from the Councils. Councils are also ultimately responsible for ensuring a proper procurement process.

### DNSP

The DNSP is the owner and manager of the street lighting network. They are required to ensure the system operates effectively and safely. They have been responsible for approving the energy efficient replacement lights and would be required to ensure the project is delivered in a safe manner that does not negatively affect the electricity network.

The DNSP has been involved in bulk light replacements in the past and is familiar with the requirements of the project. The DNSP has confirmed that the project can proceed.

### Ironbark Sustainability

Ironbark is a specialist service provider for local government and business in sustainability strategy, assessment and asset management. Ironbark has been operating since 2005 and brings together decades of technical and financial analysis, maintenance and implementation experience in the areas of public lighting technologies, management and auditing. Ironbark provides public lighting support nationally around technology advice and approvals, business cases and projects.

Ironbark provides public lighting support nationally including technology advice, technology approvals, business cases and project management. Ironbark has supported 12 Councils through bulk street light replacement projects and recently wrote the "National Street Lighting Strategy" for the E3 Committee of COAG. Ironbark is experienced in all aspects of project delivery including managing suppliers and contractors.

A full list of Ironbark's street lighting experience is attached as *Attachment M, Project Partner Information: Ironbark Sustainability*

## 2.6 Project Governance

The governance structure considers the range of stakeholders. Table 2 below summarises the different roles and responsibilities of each stakeholder from a governance perspective. Where relevant, contractual agreements will be required to ensure the project is delivered as specified.

| Stakeholder | Reports to | Manages |
|-------------|------------|---------|
|-------------|------------|---------|



|                    |                                                                                                     |                                              |
|--------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------|
| Great South Coast  | Funding bodies and Councils                                                                         | All contracts                                |
| Councils           | Funding bodies (Milestone reports and progress)                                                     |                                              |
| DNSP               | Great South Coast and nominated project manager                                                     |                                              |
| Project manager    | Great South Coast                                                                                   | DNSP, Labour Contractor, Suppliers           |
| Funding bodies     |                                                                                                     | Funding Agreement                            |
| Labour Contractors | Great South Coast and nominated project manager                                                     | Installation<br>Possibly supply of materials |
| Suppliers          | Great South Coast and nominated project manager or Labour contractor if supply and install selected | Timely supply of materials                   |

Table 2: Project Governance

## 2.7 Communications Plan

This project will be communicated broadly and frequently. It will be a major project for Great South Coast, as it represents the single greatest available reduction in Councils' greenhouse gas emissions. There are various reasons for Great South Coast to communicate widely to the community and other stakeholders.

Great South Coast will work with each of the six Councils to ensure a consistent message and to reduce costs and resources. Great South Coast will be involved in liaising with all stakeholders, developing materials and coordinate communications across councils.

### Communication objectives

- Inform the wider community about the benefits of the project
- Receive feedback on preferred design outcomes (See Section 4.1.2, *Lighting Design Analysis*)
- Promote energy efficiency to residents and businesses by linking to residential programs
- Demonstrate leadership around energy efficiency in the community ("practice what you preach")
- Provide information on the project outcomes

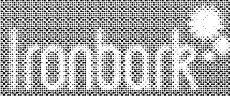
### Key communication stages

- Before and during the installation works (to update on the project and deal with any emergency management issues that arise)
- After the installation works (to confirm the project outcomes, update the DNSP systems and communicate the project outcomes to funders, community members and project partners)

### Key Audience, Messages and Media

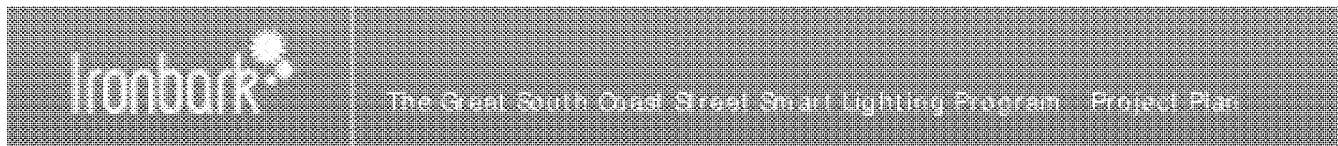
| Key audience                                                                                    | Key messages                                                                                                                                                                                     | Media                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All residents and businesses affected by the lighting changeover (approximately 126,100 people) | The project will: <ul style="list-style-type: none"> <li>• Save energy, and drastically reduce greenhouse emissions</li> <li>• Reduce costs to ratepayers for the provision of street</li> </ul> | Provide information before the installation works begins, throughout the project and at the project's conclusion via the following channels: <ul style="list-style-type: none"> <li>• The Warrnambool Street Lighting Demonstration (see <i>information and</i></li> </ul> |





The Great South Coast Street Smart Lighting Program Project Plan

|                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| who will have their street light changed – Approximately 70% of local street lights) | <p>lighting</p> <ul style="list-style-type: none"> <li>• Meet all Australian Standards in regards to safety and light levels</li> <li>• Align with each Council's environmental sustainability strategies</li> <li>• Councils are leading by example</li> <li>• Align with the Federal Government's Clean Energy Future package to reduce emissions</li> </ul> <p>The new lights will have:</p> <ul style="list-style-type: none"> <li>• Greater uniformity of light across and along the street</li> <li>• Better color rendering and visibility</li> <li>• Less depreciation of the light output over time, and</li> <li>• Lower glare</li> </ul> | <p>image below)</p> <ul style="list-style-type: none"> <li>• Each Council's website</li> <li>• Each Council's social media channels</li> <li>• Each Council's internal staff communications (eg, the Colac Otway Staff sustainability newsletter, Emission)</li> <li>• Each Council's residential publications (eg, the Moyne Council's "Country to Coast")</li> <li>• Columns and media releases in local newspapers (eg, Colac Herald; The Derri News and Natter; Lismore Community News; Skipton Community Newsletter; Simpson Community Newsletter)</li> <li>• Corangamite Environment Sustainability Network</li> <li>• Southern Corangamite Local Government Environment Network</li> <li>• Corangamite Asset Management Network</li> </ul> <p>Examples of similar project communications have been collated for similar projects and are listed here:</p> <ul style="list-style-type: none"> <li>• Essential Energy LED lighting trial: <a href="http://blogs.abc.net.au/nsw/2011/04/green-lights-shine-on-begas-main-street.html">http://blogs.abc.net.au/nsw/2011/04/green-lights-shine-on-begas-main-street.html</a></li> <li>• Yarra City Council changeover: <a href="http://www.yarracity.vic.gov.au/Environment/Energy-and-Emissions/Energy-efficient-street-lights/">http://www.yarracity.vic.gov.au/Environment/Energy-and-Emissions/Energy-efficient-street-lights/</a><br/><a href="http://www.yarracity.vic.gov.au/News/Yarra-News-2011-Editions/">http://www.yarracity.vic.gov.au/News/Yarra-News-2011-Editions/</a></li> <li>• Frankston: <a href="http://www.frankston.vic.gov.au/library/scripts/objectifyMedia.aspx?file=pdf/259/77.pdf&amp;siteID=18&amp;str_title=FCNews%20December%2020092.pdf">http://www.frankston.vic.gov.au/library/scripts/objectifyMedia.aspx?file=pdf/259/77.pdf&amp;siteID=18&amp;str_title=FCNews%20December%2020092.pdf</a></li> <li>• Nillumbik <a href="http://diamond-valley-leader.wherelive.com.au/news/story/bulbs-go-green/">http://diamond-valley-leader.wherelive.com.au/news/story/bulbs-go-green/</a></li> </ul> |
| Community and Council stakeholder to                                                 | <ul style="list-style-type: none"> <li>• Consultation with Police, community safety representatives, internal staff</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Provide input into design strategies and preferred lighting levels for key precincts at project commencement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



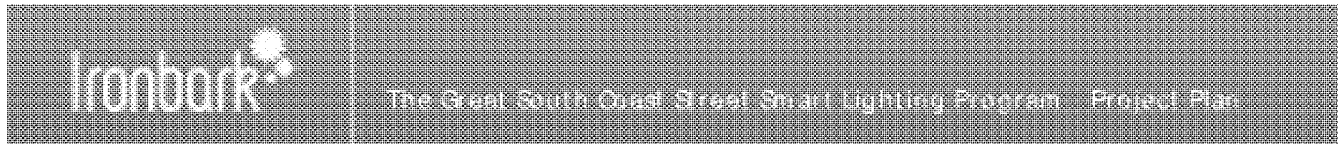
|                    |                                                                                                                                                                            |                                                                                                                                                                                          |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| comment on amenity | (traffic, safety, environment, assets)<br><ul style="list-style-type: none"> <li>Aim to gain specific project feedback and explain the project</li> </ul>                  | through workshops and newsletters                                                                                                                                                        |
| Internal staff     | <ul style="list-style-type: none"> <li>Inform of the project (targeted depending on role and responsibility – as discussed in other sections within this table)</li> </ul> | <ul style="list-style-type: none"> <li>Inform staff through internal meetings and internal publications</li> </ul>                                                                       |
| Project partners   | <ul style="list-style-type: none"> <li>To manage effective project design, management and completion</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Use the communications during the installation works information below to manage the required information amongst the project partners</li> </ul> |

**Table 3: Key Audiences, Messages and Strategy**

### Warrnambool Street Lighting Demonstration

To promote the project as an iconic project in the region, Warrnambool City Council will install a Sanya Hybrid Street Lamp (similar to that pictured below) with highly visible panels promoting the Street Smart Lighting Project's objectives, achievements and funding sources. This street lamp will be funded entirely by Warrnambool City Council. Its inclusion in this project is primarily to increase the visibility of the project and to recognise the generous support of the funding bodies. For this reason the lamp will be installed on the Warrnambool foreshore in the vicinity of the newly completed Harbourside Pavilion and visitor information center.





### 2.7.1 Communications before and during the installation works

Communications between the project team during the installation works are crucial to the success of the project.

Because of the scale, cost and safety considerations of this project, updates on the progress of the project as well as the reporting of any incidents or issues relating to the works are of high importance. Project schedules must be closely monitored to ensure that the original timeframes are adhered to.

#### Reporting of Progress

Project progress will be communicated by the labour contractor to the project management team (including the DCCEE) at the end of each week. The report will include:

- Report Date
- Project Status (i.e. information on areas that have been completed; how many lights have been changed over)
- Issues (i.e. minor incidents on site; project schedule updates)
- Mitigation of issues (including steps taken to remedy any issues)
- Tasks and next steps (including upcoming tasks, decisions, site visits)
- Key future dates

The weekly progress updates from the labour contractor will allow for the communication of minor incidents, however in the case that a major incident occurs, immediate communication will be required so that steps to mitigate the problem can be taken. Major incidents will to be immediately reported to the relevant emergency authority and project manager. All partners will be advised and a suitable response carried out depending on the incidence.

For further information on this see the risk management plan information below (See *Section 8, Project Risk Management*).

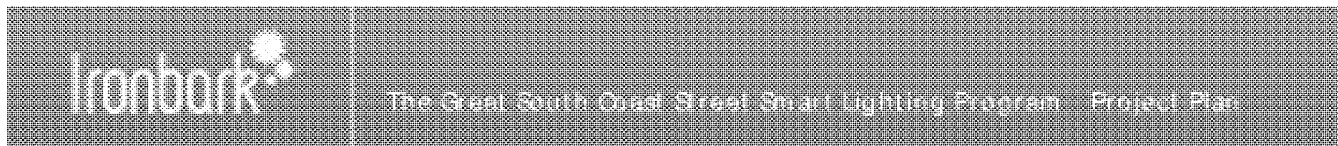
See also *Section 7, Project Evaluation and Monitoring*, for project reporting framework in regards to reporting to DCCEE and internal Council reporting requirements.

### 2.7.2 Communications after the installation works

At the end of the installation works, as well as the general public information summarised in Table 3 the following information will be communicated to the project partners and funding bodies:

- GIS information provided to the DNSP to update the numbers of energy efficient lights on the network and ensure the new energy and maintenance charges are included in the billing system
- Project outcomes reporting completed for Great South Coast, Councils, the DCCEE, the DNSP and contractors
- Completion of funding bodies reporting requirements





### 3 Project Milestones

See Attachment J, Great South Coast Bulk Change Project Timeline and Gantt chart.

### 4 Implementation Plan

The project consists of three main phases:

1. Project preparation
2. Installation program
3. Project finalisation

These are discussed further below.

#### 4.1 Project Preparation

Great South Coast will finalise of a number of items upon confirmation of the funding. These items include the following:

- Lighting Design Analysis
- Project Approvals
- Procurement Process (preparation of tender documents – drafts currently available)

##### 4.1.1 Lighting Design Analysis

A lighting design analysis provides a light-by-light investigation of the most appropriate energy efficient replacement lighting technology. This analysis is carried out whilst considering the Australian Standards for lighting, stakeholder feedback and photometric/spacing details of lights. Without this work the best design outcome to meet the needs of the community will not occur. In addition, further risks around lighting levels, crime and safety are likely not to be addressed.

This work will lead to the following specific community benefits:

- Design will be based on the Australian Standards (AS/NZS 1158)
- Improved design to cater for improved lighting in public transport and for critical infrastructure such as bike paths, train and bus stops
- Improved design to cater for crime and safety concerns

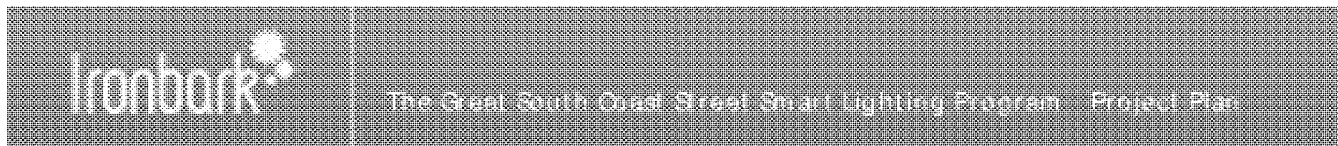
There are three main stages to a lighting design analysis; namely, a consultation phase, a design phase and a reporting phase.

##### Consultation

The first step of a lighting design analysis is to develop a proposed lighting design approach in close consultation with key stakeholders, including:

- Internal working groups at each of the six Councils
- Stakeholders with an interest in sustainable transport and pedestrian amenity





- Local police and other stakeholders with an interest in actual and perceived safety

### Design

Utilising the outcomes of the consultation process, a design for the new energy efficient lighting scheme for all P-Category street will be completed. Developing a new energy efficient lighting design involves the following steps:

1. Regular liaison and reality checking with key stakeholders, including preparation of internal project briefs and memos
2. A desktop assessment of Category P street lighting using GIS mapping tools
3. Development of recommended changes to each Council's lighting design based on
  - a. Applicable Australian Standards
  - b. Feedback from stakeholders
  - c. The experience and expertise in lighting deployment from project partners, especially Ironbark Sustainability
  - d. Financial analysis
4. Field assessment of selected lights to ensure that the new lighting design is realistic and appropriate to current conditions
5. Graphical representation of the proposed lighting design using GIS mapping tools to assist communications with stakeholders. GIS mapping is also required as the basis for a request for quotation

### Report

From this work a report will be completed that provides a final summary of the project design and includes all information required to develop a specification for the project procurement phase of the project.

## 4.1.2 Project Approvals

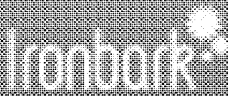
There are a number of approvals that are required for this project to proceed. These include:

- Approval to use energy efficient technologies (this has already been confirmed)
- Approval of contracts for the project. (This will be confirmed during the procurement process)
- Approval for external funding (i.e. CEEP and/or Victorian Government's Green Light Plan).

The Great South Coast has been advised planning and building approvals are not required for this project. The Great South Coast will contact the relevant authorities again should the project receive funding to ensure compliance with relevant acts and regulations in accordance with the funding agreement.

## 4.1.3 Project Procurement

Councils are generally required by Local Government Act to tender any projects of this scale.



However, distributors have sometimes indicated concern about the risk implications of allowing contractors not under their direct supervision to undertake works on and around their assets. Some have been vocally opposed to contestability. This position runs contrary to the Australian Energy Regulator's advice that "The upfront installation cost of a T5 luminaire is negotiable between distributors and public lighting customers. Customers can obtain these services from a party other than the distributor and therefore the AER does not assess a charge for the initial installation cost of a T5 luminaire."<sup>6</sup>

Until very recently, it has been unclear how a tender process would work in each of the Distribution areas, if at all. In the course of Ironbark's work with councils through Australia, these distributors have clarified their approach to Councils tendering for implementation of luminaire changeover projects.

Below is listed the approach to procurement recommended by project partner Ironbark Sustainability for bulk changes in the Powercor distribution area.

#### Current Process

- Great South Coast prepares all documentation and design work for the program
  - *Draft procurement documents already completed.*
- Great South Coast requests Powercor to tender on Councils behalf for the project management and installation works
- Separately Great South Coast tenders for the supply of all materials for the project
- Powercor prepares tender documentation to its satisfaction and to each of the six Council's requirements, and runs the tender process, including providing a tender evaluation
- Great South Coast selects the contractor and supplier(s)
- Powercor engages the contractor and comprehensively manages their performance during implementation
- Great South Coast manages the assets purchase and delivery

For providing these services, Powercor will charge a fee. The costs included in the attached business case are indicative of Powercor expected costs as provided to the other councils in the Powercor distribution region.

Great South Coast may have an option to run its own tender process. However, the costs supplied by Powercor for this service are reasonable, and it is much simpler for Great South Coast to engage Powercor for this work.

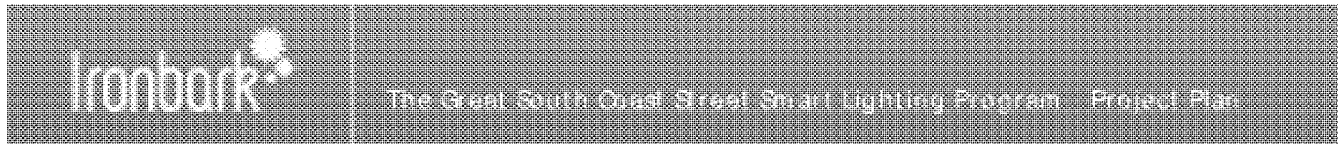
It is recommended that Great South Coast purchase the lights as this avoids a Powercor overall project management surcharge for this part of the project.

By undertaking a process such as this other councils in the Powercor distribution areas have been able to deliver savings of around 20% of total budget as compared to simply accepting the standard Powercor offer.

#### Future processes

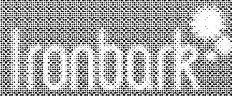
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<sup>6</sup> Australian Energy Regulator, Energy Efficient Public Lighting Charges – Victoria Final Decision, February 2009, Page 5



It is possible, even probable, that as further confirmation of the requirements of the Local Government Act are clarified that Powercor will be required to have a more contestable approach. If this was the case the process would involve:

- Great South Coast prepares all documentation and design work for the program
  - *Draft procurement documents already completed*
- Great South Coast requests quotes from independent project management companies
- Energy Distribution Business provides a quote for the non-contestable works
- Great South Coast selects and engages the labour contractor, project manager and supplier/s
- Great South Coast manages the contracts
- Project Manager manages the delivery of the project
- Project Manager works with Energy Distribution Business during the project finalisation (See Section 4.3, *Project Finalisation*) and provides project summary and sign off to Great South Coast

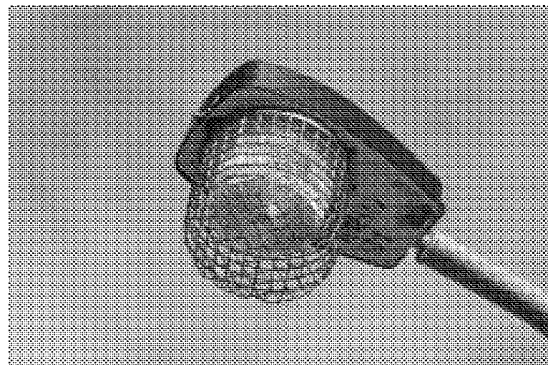


## 4.2 Installation Program

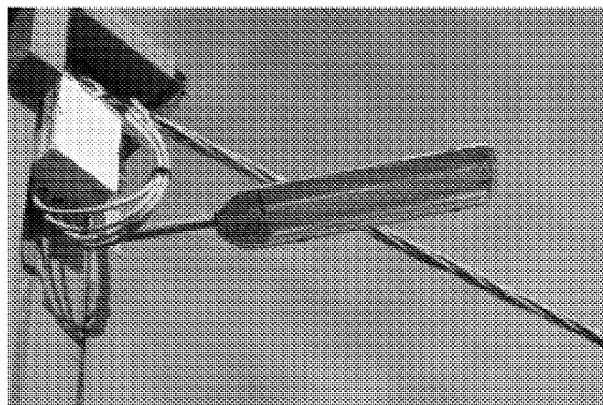
Once Great South Coast has signed an agreement with contractors the project implementation can begin. The installation is a relatively straightforward part of the project as there is effectively just the one technology change – changing 80W Mercury Vapour lights to more efficient alternatives.

Installation will occur as per the project timetable below, with around 500 lights changed per month. During this time there will be regular communication to all relevant stakeholders from the project manager, including the Department of Climate Change and Energy Efficiency. As per the communications plan above, results will be promoted widely throughout the community.

The installation program will be carried out in accordance with the risk management strategy (See *Section 8, Project Risk Management*).

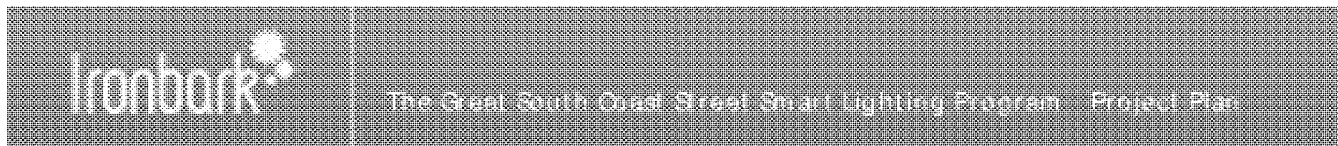


An old 80W MV light



T5 light installed on a building

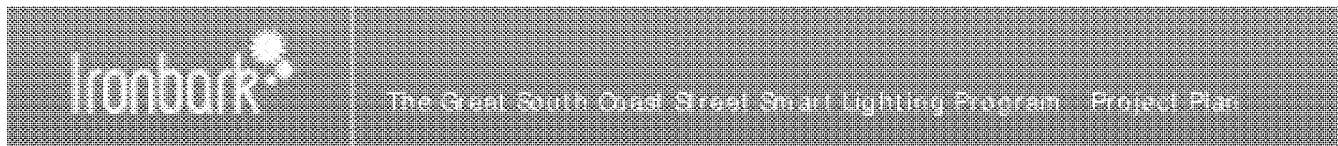




### 4.3 Project Finalisation

Project finalisation occurs at the end of the project once the bulk change has been completed. This involves a few key tasks:

- Creating the new GIS layers (with new lights), this ensures the new tariffs and energy consumption amounts for the new lights are included in updated billing arrangements to each of the Councils
- Identifying and responding to any issues or errors
- Reporting project outcomes to all stakeholders and funders
- Promoting outcomes to the community (as per the communications plan in *Section 2.7, Communications Plan*)
- Creating a list of potential follow-up projects for each Council (for example, installing more energy efficient lighting options in parks, open space, major roads and for decorative lights; updates to street lighting policies to make sure that all new lights that are installed meet the new efficient standards; identifying pricing, regulatory and relationship issues around street lighting.)



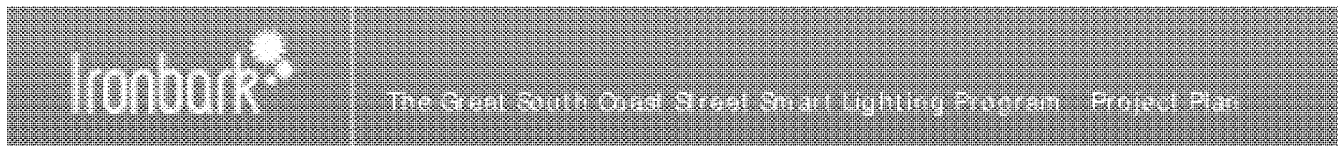
## 5 Project Timetable

The project is ready to begin immediately following the confirmation of funding support through CEEP. Table 4 below provides a snapshot of the key activities and the expected timeframes for these.

| Project phase               | Milestone/Activity              | Description                                             | Start  | End    |
|-----------------------------|---------------------------------|---------------------------------------------------------|--------|--------|
| <b>Funding confirmed</b>    |                                 |                                                         | Jun-12 | Jun-12 |
| <b>Project Preparation</b>  | Project preparation and design  | Project preparation and design                          | Jun-12 | Sep-12 |
|                             | Project procurement             | Tender documents completed (draft already prepared)     | Jul-12 | Aug-12 |
|                             |                                 | Specification developed                                 | Aug-12 | Aug-12 |
|                             |                                 | Tender open                                             | Aug-12 | Aug-12 |
|                             |                                 | Tender closed                                           | Sep-12 | Sep-12 |
|                             | Contract for works confirmation | Sign off on contract                                    | Oct-12 | Nov-12 |
| <b>Installation program</b> | Supply and installation works   | First third of lights installed                         | Nov-12 | Jun-13 |
|                             |                                 | Second third of lights installed                        | Jul-13 | Jun-14 |
|                             |                                 | Final third of lights installed                         | Jul-14 | Jun-15 |
| <b>Project finalisation</b> | End of project review and audit | End of project review and audit                         | Jun-15 | Oct-15 |
|                             | Final Project report            | Final Project report to funding bodies and stakeholders | Jun-15 | Oct-15 |

**Table 4: Project Timetable**

Please refer to *Attachment J: Project Timeline and Gantt Chart* for full details of this timeline.



## 6 Project Costs

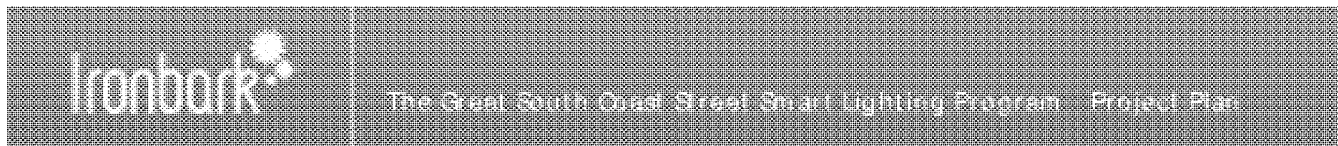
The project costs are summarised in Table 5 below.

| Item                                             | Description                                                                                                                                                                                         | Timeframe                | Amount             |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------|
| Project costs from DNSP                          | Non-contestable project management costs                                                                                                                                                            | Oct-12                   | \$25,000           |
|                                                  | Written Down Value                                                                                                                                                                                  | Oct-12                   | \$236,174          |
| Supply and installation costs                    |                                                                                                                                                                                                     |                          | \$2,568,780        |
| Council administrative costs                     | Time to manage the project, write reports, prepare community consultation materials, attend meetings and manage grant funding.                                                                      |                          | \$160,000          |
| General consultation support                     | Expert advice and support through the project including community education and information program, design alterations and review during the project, management of community consultation issues. | Entire project timeframe | \$50,000           |
| Ongoing maintenance provision                    | Reverts to DNSP                                                                                                                                                                                     | EO Project               | N/A                |
| <b>Total Project Cost</b>                        |                                                                                                                                                                                                     |                          | <b>\$3,039,954</b> |
| <b>Total Eligible Project Cost</b>               |                                                                                                                                                                                                     |                          | <b>\$2,743,780</b> |
| <b>Total Amount being applied for under CEEP</b> |                                                                                                                                                                                                     |                          | <b>\$1,371,890</b> |

**Table 5: Project Costs**

Please refer to *Attachment E: Project Budget* for full details of this Project Budget.

The costs within this business case are indicative of those provided through this process in other council areas. For these areas cost savings of around \$120-200 per light are to be expected through the contested process summarised above when compared to simply accepting an offer from the distribution business.



## 7 Project Evaluation and Monitoring

Reporting, monitoring and evaluation will occur throughout the project. The table below provides the evaluation and reporting framework that will be used within this project.

| Desired outcome                       | How will it be measured                                                                      | Responsibility                                | Timeframe              |
|---------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------|
| Projected completed on time           | By comparing to the final project schedule                                                   | Project Manager                               | End of project         |
| Projected completed within budget     | By comparing to the final project budget                                                     | Project Manager                               | End of project         |
| No major incidents                    | Target is no major incidents and will be measured against this.                              | Project Manager                               | End of project         |
| Reduction in electricity costs        | By comparing and analysing pre-project and post-project electricity bills.                   | Great South Coast (or future project manager) | 3 Months after project |
| Reduction in greenhouse gas emissions | By comparing and analysing pre-project and post-project emissions data and electricity bills | Great South Coast (or future project manager) | 3 Months after project |

Table 6: Project Evaluation and Monitoring

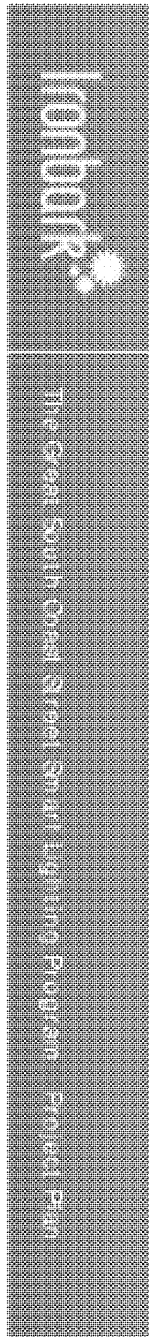
### Reporting framework

Project progress will be reported by the labour contractor to the project management team (including the DCCEE) at the end of each week (see *Section 2.7.1, Communications before and during the installation works*). In addition, the following major reports will be completed as per the table below.

| Type of report              | Reason                          | Frequency                                                                                | Audience         | Responsibility                        |
|-----------------------------|---------------------------------|------------------------------------------------------------------------------------------|------------------|---------------------------------------|
| Funding Milestone reporting | Required                        | See <i>Attachment J</i> , Great South Coast Bulk Change Project Timeline and Gantt chart | Funding Bodies   | Project Manager/<br>Great South Coast |
| Report to Councils          | Confirm initial contracts       | Oct-12                                                                                   | Councils         | Project Manager/<br>Great South Coast |
|                             | Update annual budgeting program | November each year                                                                       | Councils         | Project Manager/<br>Great South Coast |
|                             | Project finalisation            | End of project                                                                           | All Stakeholders | Project Manager/<br>Great South Coast |

Table 7: Reporting framework





## 8 Project Risk Management

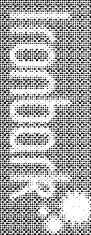
For an iconic project of this scale it is critical to ensure all potential risks have been identified and mitigation strategies implemented. However it is worth noting that despite the fact that this is a relatively large project for Great South Coast and each of the six Councils, it is technically straightforward as it involves the one technology change implemented on a large scale.

Bulk changes have also been carried out in Australia on dozens of occasions, so the potential risks are well known.

The following tables indicate the criteria used to classify the risks involved with this project.

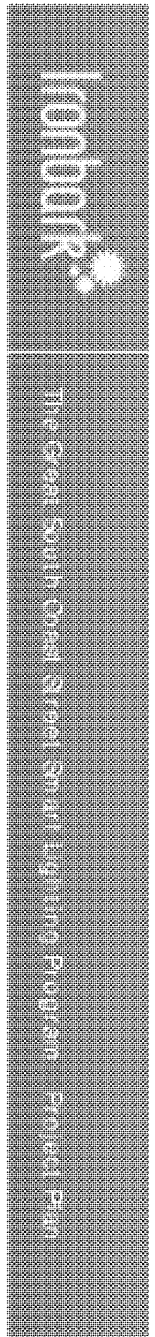
|                                                                                                             |
|-------------------------------------------------------------------------------------------------------------|
| These risks are extreme. Countermeasure actions to mitigate these risks should be in place immediately      |
| These risks are very high. Countermeasure actions to mitigate these risks should be in place immediately    |
| These risks are high. Countermeasure actions to mitigate these risks should be implemented in the near term |
| These risks are low. Countermeasure actions to mitigate these risks should be implemented when convenient   |

| Type      | Identified Risk                     | Level of Risk                                                                                                                                                                                                                                                                                                                                                                                             | Risk Rating | Communication Management    | Risk Management Strategy                                                                                                              |
|-----------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Technical | Light levels do not meet standards. | The likelihood of the event occurring is Medium. This is because the current scheme includes many lights, and typically these lighting installations will include a number of installations that do not meet standards. The consequence of not meeting the standards is that Councils and the DNSP may be liable for any accidents that may occur in these locations as a result of poor lighting levels. | Medium      | See public complaint below. | A design analysis will be implemented during the project planning process. This will include all consideration of lighting standards. |



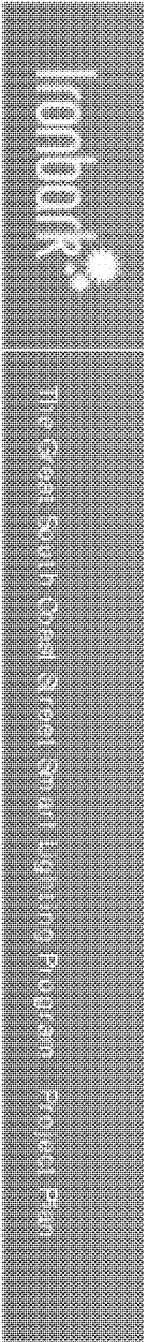
The Great South Coast Street Smart Lighting Program Project Plan

|           |                                          |                                                                                                                                                                                                                                                                                                                                                                                              |        |                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technical | Lights are of poor quality               | The likelihood of the event occurring is Low. This is because the lights to be used include only those lights that have been approved by the DNSP. The consequence of this occurring is high as any fault in quality would result in potentially expensive rectification works.                                                                                                              | Low    |                                                                                                                     | The lights used during the project will be chosen from a pre-approved list. This list only includes lights that have successfully met the requirements of the Australian Standards for Street lighting (AS/NZS 1158). Responsibility for this approved list rests with the Distribution Network Service Provider. The supplier will be required to fund any rectification works if the lights have any quality control issues. |
| Financial | The project costs more than budgeted for | The likelihood of the event occurring is medium. This would only occur if materials or project costs are greater than that modelled. The consequence of this occurring is low as the project can easily be reduced in scale (by reducing the total numbers of lights replaced) if the project budget is not adequate.                                                                        | Medium |                                                                                                                     | All contestable elements of the project will use a competitive procurement process to reduce costs. This process has been well developed with similar projects and has demonstrated significant project cost reductions compared with a non-contestable approach.                                                                                                                                                              |
| Financial | Uncertainty in Grant funding             | The likelihood of this occurring is medium and CEEP and Green Light Plan will be very competitive. This would have large impacts on budgets and timeframes.                                                                                                                                                                                                                                  | High   |                                                                                                                     | Commitment from Capital Works Departments to support project rollout or delay project until funding or financing can be obtained.                                                                                                                                                                                                                                                                                              |
| Process   | The project falls behind schedule        | The likelihood of the event occurring is medium. Other like projects have experienced project delays due to not having a contractual requirement for the labour contractors to deliver the works within a defined timeframe. The consequence of this occurring is medium as the project timeframe should not affect other issues such as project cost or the ability to deliver the project. | Medium | Project Manager to communicate updates to schedule to project partners weekly to ensure project timeframes are met. | Requirement within labour contractors contract to ensure timeframes are met. All projected timeframes are based on actual projects with some room to move to allow for unexpected delays. At the project inception the labour contractor will be instructed around the timeframes, the outcome of a faster project than modelled being a good outcome.                                                                         |
| Process   | Great South Coast organisation           | The likelihood of this occurring is very low if the project is funded. This would have major impacts on Council                                                                                                                                                                                                                                                                              | Low    | Project Manager to communicate relevant updates to project                                                          | Ensure letter of commitment from each Council CEO. South West Sustainability Partnership to be involved as auspice, mentor and back-up.                                                                                                                                                                                                                                                                                        |



|         |                                          |                                                                                                                                                                                                                                                                                                                      |             |                                                                                                                                                                                                                                           |                                                                                                                                                                        |
|---------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         | is not viable                            | administration and officer location and resources.                                                                                                                                                                                                                                                                   |             | partners weekly to ensure project timeframes are met.                                                                                                                                                                                     |                                                                                                                                                                        |
| Process | Damage to public property                | The likelihood of the event occurring is low. It is rare for incidents of this type to occur during these projects. Of 12 projects completed within Victoria none have resulted in damage to public or private property. The consequence of this occurring is low-extreme and dependent on the nature of the damage. | Low-Extreme | Labour contractor to implement all emergency procedures immediately and to inform the project team of the incident.                                                                                                                       | Contractor to carry out all works under the guidance of OH&S, Traffic Management and JSA requirements.                                                                 |
| Process | Damage to private property               | The likelihood of the event occurring is low. It is rare for incidents of this type to occur during these projects. The consequence of this occurring is low-extreme and dependent on the nature of the damage.                                                                                                      | Low-Extreme | Labour contractor to implement all emergency procedures immediately and to inform the project team of the incident.                                                                                                                       | Contractor to carry out all works under the guidance of OH&S, Traffic Management and JSA requirements.                                                                 |
| Process | Injury to worker or member of the public | The likelihood of the event occurring is low. It is rare for incidents of this type to occur during these projects. The consequence of this occurring is low-extreme and dependent on the nature of the injury.                                                                                                      | Low-Extreme | Labour contractor to carry out the relevant OH&S requirements i.e. call the relevant emergency authority, carry out on site first aid etc. Once this has been conducted the labour contractor to inform the project team of the incident. | Contractor to carry out all works under the guidance of OH&S, Traffic Management and JSA requirements.                                                                 |
| Process | Public complaint regarding new lights    | The likelihood of the event occurring is High. Because of the scale of these projects, involving thousands of lights, it is usual for some public enquiries and complaints about the new lights to occur. The consequence of this occurring is low.                                                                  | Low         | Great South Coast to prepare a communications plan to manage calls and contacts during the project. Past experience                                                                                                                       | If deemed necessary, the lighting levels can be measured in the area that the complaint was made. If too high, a shield or new lighting type may need to be installed. |





|  |  |  |  |                                                                                                                                                                                           |  |
|--|--|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  |  |  |  | indicates this approach addresses most enquiries. If any enquiries require local lighting assessment the relevant Council will discuss the merits of the complaint with the project team. |  |
|--|--|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

# GREAT OCEAN ROAD TOURISM INTERIM REGIONAL TOURISM BOARD REPORT TO STAKEHOLDERS

Approved by the Interim Board (December 2012)

Prepared on behalf of the Interim Board by:

Wayne Kayler-Thomson, Chairman.

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## **INTRODUCTION:**

The Great Ocean Road Tourism Interim RTB (IRTB) was appointed by stakeholders to prepare a draft Strategic Business Plan for the establishment, strategic objectives, priorities, governance and operation of a new generation RTO for the region. (Terms of Reference - attachment 1).

The IRTB has considered the challenges and opportunities to developing the potential economic, social, environmental and cultural contributions of tourism to the region. It has reviewed performance against regional tourism best practice principles, considered future direction options and has prepared this report and recommendations for consideration by stakeholders.

This report outlines the issues considered, (including a diagnostic review of the current state compared with regional tourism best practice principles) and includes a Strategic Business Plan Framework incorporating recommended regional tourism organisation structure and resourcing.

Regional tourism in Victoria has evolved substantially over the past two decades driven by the intervention strategy developed and applied by Tourism Victoria since 1993.

This strategy established Campaign Committees for each region to undertake cooperative marketing funded by Tourism Victoria and industry contributions.

The strategy intended that over time the “industry” would assume the primary leadership and operational role in the partnership. This time has come.

The Campaign committees are being replaced by Regional Tourism Boards (RTB), which are industry/stakeholder led with independence, broader scope and responsibility for tourism development as well as cooperative marketing.

Most regions have established Regional Tourism Boards (RTB) over the past 3 years. However attempts to establish a RTB for the Great Ocean Road Region have not yielded a conclusive outcome. This has resulted in lost opportunities and diminished capacity to meet market challenges.

## **EXECUTIVE SUMMARY**

The IRTB was appointed to consider and prepare a plan for the establishment, strategic objectives, priorities, governance and operation of a new generation Regional Tourism Organization (RTO) for the Great Ocean Road region.

The Interim Board has considered the current state, challenges and opportunities for the evolution of tourism development, marketing and management for the region. This included a diagnostic review of the current performance against best practice principles for contemporary regional tourism success, consultation with stakeholders and development of a framework and recommendations for a Strategic Business Plan as required by the Terms of Reference.

Tourism is a major contributor to the economic health and future prospects of the region. It captures over 7 million visitors, contributes over 7000 jobs and has an economic output of \$1.1 Billion per annum (Great Ocean Road Destination Management Plan, Feb 2012).

The industry, and regional tourism in particular, is facing unprecedented challenges and market change. However the development of tourism continues to offer significant economic, social, environmental and cultural benefits to the future health of the region, a future that will continue to face macro economic change.

The primary conclusion of the Interim Board is that there is a compelling case to support the establishment of a new Regional Tourism Organization with a skilled and representative Board to provide leadership to meet these challenges and to maximize tourism competitiveness and return on investment to the industry and the community.

In reaching this conclusion, the Board also identified the need to both maintain current functions, activities and resourcing as well as to add value by new levels of regional integration, cooperation and resource support.

The Strategic Business Plan framework proposed is based on best practice regional tourism principles with an aspirational but achievable vision.

“The South West Victoria region will be Australia’s foremost sustainable tourism region providing outstanding visitor experiences and valued by its community and stakeholders for achieving balanced economic, social, environmental and cultural benefits to its destinations and the region”.

It is the view of the Interim Board that the tourism performance of the region currently falls short of this vision.

This Report outlines the rationale for the evolution of tourism development, marketing and management for the region.

To improve performance, be competitive, identify and advocate for appropriate development priorities for the region and its destinations and to collaboratively achieve the proposed vision will



require change. The new generation RTO proposed will need to be competitively resourced by governments (especially local government) and the industry over the next 3 years as the foundation for new levels of leadership and performance.

The Interim Board has therefore prepared this report to stakeholders confident and unanimous in the view that its recommendations will facilitate the positive changes necessary to achieve regional tourism success.

The following suite of recommendations should be read and considered in the context of the full report.

Stakeholders are encouraged to consider and respond to the recommendations keeping in mind that each stakeholder has the opportunity to determine the scope and scale of participation in the proposed RTO, supported by negotiated performance based agreements.

**RECOMMENDATIONS**

1. *That a new Regional Tourism Organisation and Board be established for the geographic area of South West Victoria incorporating the Local government Areas (LGA's) of Greater Geelong, Queenscliffe, Golden Plains, Surf Coast, Colac Otway, Corangamite, Warrnambool, Moyne and Glenelg.*
2. *That the RTO be established as a Company Limited by Guarantee with the LGA Councils as its shareholders.*
3. *That Structure Option 2 (Fully Integrated) be implemented*
4. *That the name of the RTO be South West Victoria Regional Tourism Pty Ltd (SWVRT) to represent the geographic reach of the region beyond the Great Ocean Road.*
5. *That the board of SWVT be as follows*
  - *LGA x 4 (2 x G21 Councils & 2 x GSC Councils) - Councillors or Officers*
  - *Industry/Skill based x 5*
  - *Independent Chair x 1*
  - *Tourism Victoria, Parks Victoria and Regional Development Victoria be invited to nominate a senior executive as ex officio representatives*
  - *The independent Chair and industry/skill based Directors be appropriately remunerated.*
  - *All positions to be for 3 years with 3 members retiring annually to provide for continuity and renewal. Skill and industry positions to be appointed via an expression of interest process. The Independent Chair to be appointed by Tourism Victoria in consultation with Local government shareholders..*
6. *That formal 3 Year Agreements between SWVT and its shareholders/stakeholders (performance based) be negotiated, to provide for both ongoing (BASE) and value added resourcing contributions..*
7. *That the Competitive Financial Model contributions be applied in year 1, in addition to transferred resources, with progression to the Optimum Model over 3 years.*
8. *That the RTO Board prepare a Strategic Business Plan for the region, based on the vision, mission, objectives and strategic goals developed by the ITRB. The plan to incorporate the Great Ocean Road Destination Management Plan and the progressive preparation of Tourism Destination Plans for the regions specific local destinations*
9. *That the core roles of the RTO be:*
  - *Strategic tourism planning for the development, marketing and management of the region*
  - *Cooperative marketing for the region and its destinations*
  - *Identification and facilitation of infrastructure, product and industry development priorities and initiatives for the region and specific destinations, in collaboration with stakeholders*
  - *Advocacy for the sustainable tourism development, marketing and management of the region*
  - *Discretionary tourism development, marketing and management functions, services and projects for LGA shareholders as delegated and agreed*
  - *Prepare and maintain a risk management plan for the region and its destinations*

**RECOMMENDATIONS**

10. That Local Governments consider what functions be retained or transferred to the RTO and the relevant resourcing mix (staffing, funding, facilities and support)
11. That the current total staffing and funding contributions by local governments for tourism be maintained as a minimum for the 2013-14 year.
12. That Shipwreck Coast Tourism be wound up and its functions, funding contributions and staffing be transferred to the RTB
13. That Geelong Otway Tourism be wound up and its functions, funding contributions and staffing be transferred to the RTB.
14. That the RTB prepares a 3-year Operational Business Plan for 2013-15 based on the staffing and funding outcomes as determined by its foundation shareholders, Tourism Victoria cooperative marketing funding and industry contributions. The Business Plan to include a management and staffing organisation plan.
15. That the RTB give consideration to the concept of industry contributions via a business services model rather than traditional membership subscriptions (i.e. a prospectus of marketing services with free digital online presence as its base to maximise business participation)
16. That SWVT negotiate formal strategic alliance agreements with Tourism Victoria, Parks Victoria, Regional Development Victoria, G.21, Great South Coast, neighbouring Regional Tourism Organizations and the Victoria Tourism Industry Council.
17. That SWVT negotiate cooperative agreements with Local Tourism Organisations regarding industry contributions/membership funding share arrangements to encourage business participation and support at the local level. The agreements to also facilitate destination development, community participation and communication. This may include regular "Regional Tourism Forums"
18. That Local Governments continue to support Visitor Information Centres (VICs) and services for the first term of the new RTO (3 years). During this period a process be agreed to enhance collaboration between VICs across the region and to consider the possible transfer of management responsibility for VICs to the RTO over time.
19. That the process to establish SWVT be
  - (a) Stakeholders to consider the I RTB recommendations and confirm decisions by 29-3-2013
  - (b) Continue the I RTB for the period January - June 2013 to consult with stakeholders as required , to facilitate the establishment of SWVT PTY LTD and approved regional projects.  
(Note: This will require resource provision.)
  - (c) Appoint the SWVT Board by 30-6-13 or earlier.
  - (d) Incorporate SWVT to commence operations from 1-7-13.
  - (e) Employ, transfer and second staff as at 1-7-13.
  - (f) Prepare 2013-15 Business Plan and Shareholder Agreements.
  - (g) Implement the Business Plan.

## **SITUATION ANALYSIS**

Tourism in Victoria and Australia has been experiencing significant downward pressures after decades of growth. Domestic tourism is flat at best and international markets are changing significantly. The impact on regional tourism has been profound.

These pressures include;

- The growth of low cost domestic and international air travel
- The global economic downturn particularly in Australia's traditional markets
- High \$A
- Aging population
- Changing trends in consumer discretionary spending
- Melbourne's increased range and quality of experiences
- Limited new investment in regional tourism infrastructure and product coupled with tired existing product
- Increased competition
- Declining traditional international markets and the rise of the Asian market
- Increased outbound travel by high yield domestic travellers
- The rise of on line and social media and related decline of traditional distribution and information channels.

Victoria has generally weathered the cumulative impact of these primarily negative trends well compared with other States and Territories. However the performance is highly variable regionally with Melbourne and those destinations close to Melbourne faring far better than destinations more than 2 hours travel time from the city.

The Great Ocean Road region has variably experienced these impacts across the region.

When combined with macro economic structural adjustments, the region is potentially facing an uncertain future. However, despite these economic pressures and impacts, tourism has the potential to make an increasing contribution to the economic, social, environmental and cultural health of the region provided strong strategic leadership is applied. This will require open-minded thinking on how to best retain and build on the strengths of the past and how to organize and resource the collective capacity of stakeholders to sustainably increase competitiveness and performance excellence. Leadership to encourage and apply positive parochialism for the region as well as its destinations will be important.

In addition to the market changes discussed above, the Great Ocean Road region has a number of other significant supply and demand challenges to its future tourism growth. These include

- Infrastructure development (roads, rail, airports, national parks, public land and waterways, visitor facilities)
- Product development (accommodation, attractions and services) both existing and new investment attraction e.g. There are significant gaps in high quality accommodation compared with other destinations
- Visitor service standards to meet market expectations
- Management of tourism impact in high visitation destinations
- Skills shortages
- Business participation by primary and tourism related businesses (i.e. less than 20% of businesses in the region actively participate in membership or cooperative marketing programs offered by local and regional organizations)

However, despite these challenges the region has significant comparative advantages and opportunities such as

- Proximity to Melbourne as an international and interstate gateway and with a large and growing population (especially in the west)
- Avalon airport
- Well resourced Regional Tourism Organizations and visitor services (i.e. estimated total [outsourced and internal] annual Council funding of \$5.4M including employing 51 dedicated staff) Note: Compared with Sunshine Coast QLD \$5.9m Local Government plus \$1.5m industry funding employing 37 staff (not including visitor information centres).
- National landscapes recognition by Tourism Australia
- Good brand and market awareness
- Diversity of destinations and attractions, particularly nature based.

Other issues requiring consideration include

- The lack of an integrated Strategic Plan for tourism development of the region as well as sub-regional visitor destination development plans.
- The need to link and include tourism in regional planning for economic, environmental, social/community development and land use planning
- The substantial future growth of population west of Melbourne and in Geelong and district will exacerbate traffic congestion and increase tourism management pressures in close proximity coastal destinations. This will also impact on the visitor experience.
- Visitor demand expectations of growth international markets. E.g. Chinese.
- The region is vulnerable to many risks, especially natural disasters. This requires risk management planning.
- Equity of resourcing and the “politics” of multiple local governments and state/federal electorates.
- Community attitudes to and understanding of the value of tourism.

- Visitor collateral and website information is jurisdiction focussed and not seamless.
- Administration duplication
- Brand development/renewal/consistency

## **REGIONAL TOURISM BEST PRACTICE – DIAGNOSTIC REVIEW**

The terms of Reference for the Interim Board require consideration of the principles of regional tourism best practice.

A paper outlining the success factors for regional tourism is attached (Attachment 2).

A summary of these factors and a diagnostic discussion of their relevance to the Great Ocean Road Region follows.

*1. Strong local tourism organizations focussed on their core role of visitor servicing.*

Discussion:

The large geographic region has multiple destinations being cities, towns, districts and specific locales (e.g. National Parks). The existence and strength (membership, resources and performance) of Local Tourism Associations (LTA's) is variable as is the quality and consistency of visitor services (information, facilities, way finding, service standards, business cooperation and support)

While this is not unusual, successful regions have strong destination LTA's which actively advocate for destination development, community support and visitor service excellence.

The lack of Tourism Destination Plans, low business participation and visitor satisfaction measurement and benchmarking are indicators of LTA weakness.

- Retention and strengthening of LTA's is a core success principle requiring attention.
- Preparation of local Tourism Destination plans is required

*2. Strong regional tourism organizations focussed on their core role of regional marketing and development.*

Discussion:

The region has two strong multi LGA RTO's in Geelong Otway Tourism (GOT) and Shipwreck Coast Tourism (SCT). Both GOT and SCT have positive track records of regional marketing.

The capacity and performance each RTO is directly linked to it's resourcing with G.O.T benefiting from a larger population, local government rate base and business concentration. There is good evidence of cooperation

e.g. The Great Southern Touring Route and commonality of markets for the GOR touring experience. However there are also market, destination, product and capacity differences, which limit cooperation and lead to some duplication of services and programs.

- A new generation RTO to focus on tourism development, marketing and management to facilitate increased regional cooperation, efficient use of resources and shared services can not only maintain and improve current activity and performance but also add real value regionally.

*3. Local Government Support*

Discussion:

All local governments in the region support tourism development to varying degrees.

Local governments cooperate in regional economic development via the G.21 and Great South Coast organizations.

This recognition of the value of regional cooperation supports the proposition that it also be applied to Tourism, particularly given the increasing value of tourism to the regional economy due to macro economic change.

- The support of local government to regional as well as local tourism development is a core success principle and should be encouraged.

4. Strong and effective leadership by individuals and/or organizations.

Discussion:

The lack of a RTO representing the whole region is a weakness leading to failure to identify and advocate for regional tourism investment in infrastructure, product development and marketing from State and Federal Governments. This has not only resulted in lost opportunities for the region but also at sub region and local levels.

- This is a serious weakness and the strongest reason to establish an RTB as an advocate for regional investment, facilitator of added value cooperative marketing and resource efficiency.

5. *Strategic Planning for the region with economic, social, environmental and cultural objectives supported by local destination plans.*

Discussion:

The region does not have a Tourism Strategic Plan or local tourism destination plans.

- This is another serious weakness and is related to 4 above.

6. *Consistent visitor service excellence.*

Discussion:

Anecdotally and by experience and observation the quality of the visitor experience throughout the region is variable at best and very poor at worst.

e.g. The visitor experience of the regions biggest draw card, the 12 Apostles is an embarrassment by world standards. This is a serious issue for the whole region.

Victoria's tourism strategy aims to create a competitive advantage through visitor satisfaction. The Tourism Excellence program developed by the industry with Tourism Victoria needs to be applied vigorously throughout the region and its destinations.

- This core success principle poses the biggest threat to the regions tourism success because "word of mouth review" is now digitally viral worldwide.

7. *Research driven cooperative marketing.*

Discussion:

Previously the Campaign Committee was the vehicle for cooperative marketing contribution by Tourism Victoria. Since the wind up of the GOR Campaign Committee, Tourism Victoria's regional cooperative marketing contribution for 2011-12 (\$230,000) and 2012-13 (\$345000) were frozen.



The Interim Board has been successful in having the 2011-12 funds released to be applied with its oversight. Tourism Victoria will continue to channel marketing funds through RTB's.

- Again, a core principle and reason to establish a RTB.

**8. *A breadth and depth of Tourism infrastructure, products and events matched to market demand.***

Discussion:

While the region and its destinations have good infrastructure and strong product, particularly natural attractions, there is a critical need for substantial investment to meet current and future demand. The key to this is strategic planning, identification of priorities and strong, consistent and professional advocacy. The GOR Destination Management Plan prepared by Urban Enterprises provides the plan.

- This success principle needs to be applied across the region as well as for its key destinations. Again a planning and advocacy role for a RTB.

**9. *Risk Management Plans***

Discussion:

As mentioned earlier the region is vulnerable to natural disasters. Risk management plans should be imbedded in regional and destination plans both to mitigate risks and deal with their impact (real and perceived)

- A significant threat requiring priority attention.

**10. *Supportive communities, which understand and value tourism.***

Discussion:

This is an issue common to all regions and destinations. When not present it creates a barrier to sustainable tourism development and is often why some destinations blessed with outstanding natural attractions do not realize the full benefits of Tourism.

To overcome this impediment to achieving sustainable development and supportive visitor servicing requires professional and consistent education and communication of the value of tourism.

- This needs a cooperative local and regional approach.

The objective application of these principles for regional tourism success is the key to maximizing the benefits of tourism for the region and it's destinations. The lack of a RTB to focus on strategic regional development and cooperative marketing to support RTO's, LGA's and local destinations is a serious competitive gap.

## **STRATEGIC BUSINESS PLAN**

The following is the framework of a Strategic Business Plan for the proposed Regional Tourism Board. It is a business plan for the RTB not a strategic tourism plan for the region.

### **VISION**

The South West Victoria region will be Australia's foremost sustainable tourism region providing outstanding visitor experiences and valued by its community and stakeholders for achieving balanced economic, social, environmental and cultural benefits to its destinations and the region.

### **MISSION**

The RTB will strategically plan, advocate for and facilitate the sustainable development, marketing and management of the South West Victoria tourism region.

### **KEY OBJECTIVES**

1. To increase visitor numbers
2. To increase visitor length of stay
3. To increase visitor expenditure
4. To increase visitor dispersal both geographically and seasonally
5. To increase visitor satisfaction

#### **Notes:**

- a. These are the common best practice objectives, which apply to regions, destinations, towns, businesses and organizations. In the case of the RTB the objectives apply in the regional context to guide the preparation and implementation of Annual Business plans.
- b. Net tourism yield is a key objective to maximize sustainability (1+2+3=Yield)

## **STRATEGIC GOALS**

- a. To prepare and regularly review a Strategic Tourism Plan for the development, marketing and management of the region.
- b. To advocate for the sustainable tourism development of the region.
- c. To facilitate/implement cooperative marketing plans and programs for the region with its industry and stakeholder partners/contributors.
- d. To identify and facilitate infrastructure, product and industry development priorities and initiatives for the region and its specific destination.

- e. To facilitate/implement industry development plans and programs to enhance the sustainability and resilience of the regions tourism industry.
- f. Develop, facilitate/implement community awareness strategies and programs to promote the value of tourism.
- g. To facilitate/implement/support research programs and initiatives to enable measurement of the regions tourism performance, community attitudes and awareness of the value of tourism and to support tourism development, marketing and management.
- h. To govern the affairs of the RTB in accordance with best practice principles of efficiency and compliance via Annual Business Plans.
- i. To report regularly to stakeholders on the performance of the region and the activities of the RTB.
- j. To encourage/facilitate/support the preparation and regular review of the Tourism Destination Plans for the regions destinations
- k. To prepare a risk management plan for the region.

#### STRUCTURE AND RESOURCES

The following options for the establishment, resourcing and operation of the RTB were for and considered by the Interim Board.

##### OPTION 1

##### Structure

- Retain existing RTO's (G.O.T., SCT) their resourcing and functions.
- Retain local government direct tourism services and functions.
- Establish GOR RTB as an Incorporated Association with a governing board mix of representatives from Local Government, RTO's, skill based and an independent chair.

##### Role

- As per the mission and goals, above
- Primarily as a facilitator and advocate with operational delivery via RTO's, LGA's and/or outsourced support.

##### Resourcing

- Independent part time Executive Chair and seconded part time Executive Officer/admin support.
- Minimal contributions to fund the function of the Board and administration. This would require a shared contribution from stakeholders either directly or via supported RTO's and/or from cooperative marketing and project funds. (Estimate \$50-\$100,000 pa total)
- Task Groups for cooperative marketing and collaborative regional projects.
- Cooperative funds from Tourism Victoria and industry for regional marketing.

**OPTION 2**

**Structure**

- Fully integrated/consolidated and functional RTO for the region.
- Discontinue existing RTO's
- Transfer all or most current stakeholder funding for tourism to the new RTB.
- Transfer or second all or most tourism staff to the RTB.
- Local Government may retain functions and resources for visitor servicing, events or other specific functions at its discretion.
- Company Limited by Guarantee with a Board representative of and proportionate to the stakeholders/shareholder contributions, industry representation and skills.
- Independent Chairman
- Directors remunerated
- Chief Executive and professional staff structure.

**Role**

- Fully operational delivery of the mission and goals as above

**Resourcing**

- Consolidated resourcing by transfer of all, or most tourism related staff, funding and facilities to the RTB excepting for retained functions. Staff may continue to be employed by local government and seconded to the RTB (full or part time)
- Appoint a Chief Executive to lead the RTB. (to be determined by the RTB)
- Preparation of a 3 year Business Plan to consider future funding and staffing organization structure.
- Cooperative marketing and industry development funds from Tourism Victoria and industry for both regional and destination marketing and development.
- 3 Year performance based agreements with shareholders.
- Funding contributions to be on a LGA per capita basis.

**OPTION 3**

**Structure**

- Hybrid of option 1 and 2 as a transition model from 1 to 2 over time subject to performance
- Hybrid could be to progressively transfer some functions (regional co-op marketing and shared services) but retain RTO's and visitor services locally.
- Similar Board structure to option 1.

Role

- As per the mission and objectives but with a primary focus on cooperative marketing of the region - both planning and implementation.

Resourcing

- Stakeholders contribution to cooperative regional marketing plus Board and admin functions on an agreed formula.
- May require a dedicated full time Executive Officer and part time Executive Chair.

OPTION 4

Structure

- No change - do nothing

## DISCUSSION/ ANALYSIS

The following is an analysis of advantages/disadvantages of each option.

| FACTORS                                     | OPTION |     |    |   |
|---------------------------------------------|--------|-----|----|---|
|                                             | 1      | 2   | 3  | 4 |
| <b>Regional Tourism Success Principles.</b> |        |     |    |   |
| 1. Strong LTO's                             | ✓✓     | ✓   | ✓  | ✓ |
| 2. Strong RTO                               | ✓✓     | ✓✓✓ | ✓✓ | ✓ |
| 3. Local Government Support                 | X      | ✓✓  | X  | ✓ |
| 4. Leadership                               | ✓✓     | ✓✓✓ | ✓  | ✓ |
| 5. Strategic Planning (Regional)            | ✓✓     | ✓✓✓ | ✓  | X |
| 6. Consistent visitor services              | ✓      | ✓   | ✓  | X |
| 7. Co-op marketing                          | ✓      | ✓✓✓ | ✓  | X |
| 8. Infrastructure and product               | ✓✓     | ✓✓✓ | ✓✓ | ✓ |
| 9. Risk Management Plan                     | ✓      | ✓✓  | ✓  | X |
| 10. Supportive Community                    | ✓      | ✓   | ✓  | ✓ |
| <b>Other factors</b>                        |        |     |    |   |
| 11. Efficiency (eliminate duplication)      | ✓      | ✓✓  | ✓  | X |
| 12. Community of interest (equity)          | ✓✓     | ✓✓  | ✓  | ✓ |
| 13. Marketing capacity                      | ✓✓     | ✓✓✓ | ✓✓ | ✓ |
| 14. Visitor management                      | ✓✓     | ✓   | ✓  | ✓ |
| 15. One voice/advocacy                      | ✓✓     | ✓✓✓ | ✓✓ | X |

## LEGEND

- ✓✓✓ Most likely to achieve
- ✓✓ Likely to achieve
- ✓ May achieve
- X Unlikely to achieve
- ? Not sure

DISCUSSION:

The primary purpose of considering the formation of a Regional Tourism Board is to replace the previous disbanded Regional Campaign Committee and its role of cooperative marketing for the region. In addition, to address the tourism development and management challenges, a regional strategic planning and advocacy role is paramount.

- Each of the options, except option 4 (do nothing) are capable of achieving the mission, objectives and goals but to varying degrees of competitive success.
- Option 1 is the least disruptive but adds an additional administrative layer. A strategic alliance via a formal agreement between GOT, SCT, LGA's and the RTB could be initiated to maximize cooperation, efficiency and performance accountability.
- Option 2 would require a major change. Consolidation of resources offers opportunities for efficiency through elimination of duplication and increased competitive capacity. The risks of option 2 are real or perceived equity, disengagement with local destinations and effective management of staffing and services across the region. These risks can be addressed by some functions being retained by local government (e.g. visitor services) or a transition over time (option 3). Strong leadership, strategic business planning and communications engaging all LGA's, destinations (LTO's) and industry would need to be given priority importance.
- Regardless of which option is pursued there are some critical regional needs, which must be addressed. i.e.
  - Strategic plan for the region to address challenges and opportunities
  - Destination planning
  - Low level of business participation
  - Increasingly uncompetitive resourcing
  - Variable visitor services
  - Product and infrastructure development
  - Cooperative regional marketing to build yield and dispersal (seasonal and geographic)
  - Community understanding of the value of tourism
  - Risk management planning
  - Integration with regional economic development.

A focussed and well-resourced RTB for the region can address these needs and add value.

- A RTB can also act as a facilitator/catalyst for resource and services collaboration and efficiency regardless of whether option 1, 2 or 3 is pursued.
- The structure of the RTB membership could be either
  - a. Local Government representatives (9)
  - b. Local Government plus RTO's representatives (11)

- c. Local Government and RTO's plus skill based appointments (14)
- d. Skill based only (?)
- e. Local Government (G21, GSC) plus RTO's and skill based (7)
- f. Local Government x 4 (2 x G21 & 2 x GSC Councils) plus 5 skill and industry based plus an independent Chair (total 10)

Given that the core roles of the RTB would be strategic planning, cooperative marketing, development facilitation and advocacy, a balance of skills and representation would seem to be most desirable. An independent chair would be essential.

- The RTB should refine and regularly review its Strategic Business Plan and prepare Annual Business Plans with measurable KPI's endorsed by it's principal stakeholders.
- A vital function of the RTB would be stakeholder communication including reporting on performance against it's Business Plans.

## **FINANCIAL MODEL**

|                                  | <b><u>Minimum</u></b> | <b><u>Competitive</u></b> | <b><u>Optimum</u></b> |
|----------------------------------|-----------------------|---------------------------|-----------------------|
| <b>PART A - BASE</b>             |                       |                           |                       |
| ▪ Transfer current contributions |                       |                           |                       |
| Local Government                 | \$ 2035K              | \$ 2035K                  | \$ 2035K              |
| Industry - G.O.T.                | \$ 757                | \$ 757                    | \$ 757                |
| - S.C.T.                         | \$ 268                | \$ 268                    | \$ 268                |
| Subtotal                         | \$ 3060               | \$ 3060                   | \$ 3060               |
| <b>PART B - VALUE ADD</b>        |                       |                           |                       |
| ▪ RTB Management and Governance  | \$ 500K               | \$ 500K                   | \$ 500K               |
| ▪ Cooperative Regional Marketing |                       |                           |                       |
| - Tourism Victoria               | \$ 345K               | \$ 500K                   | \$ 750K               |
| - Local Government               | \$ 345K               | \$ 500K                   | \$ 750K               |
| - Industry                       | \$ 345K               | \$ 500K                   | \$ 750K               |
| Subtotal                         | \$ 1535K              | \$ 2000K                  | \$ 2750K              |
| Total                            | \$ 4595               | \$ 5060                   | \$ 5810               |

### **Notes:**

1. The current contribution by local government to Geelong Otway Tourism, Shipwreck Coast Tourism plus an estimate of relative Moyne and Glenelg is based on information provided. This will require confirmation.
2. These contributions do not include other tourism related "in house" services and costs.
3. Local Government **may** decide to retain some services currently outsourced to GOT/SCT e.g. Events, Visitor Information Centres but may also decide to transfer some current "in house" services.



4. Transfer of funding and associated staff secondments to the RTB would be subject to formal performance based agreements to maintain current functions and activities. This would ensure that the funds and staffing transferred to the RTB would continue to be applied to tourism development, marketing and management of local areas and destinations.
5. Current industry contributions to GOT and SCT would continue to be applied by the RTB to current functions and activities, via annual marketing, development and management plans.
6. The RTO management and governance contributions are to fund the cost of a Chief Executive, admin support, governance expenses and board fees. This amount may be reduced subject to potential efficiencies gained from the quantum of financial and staffing resources transferred as per Note 1. However to increase competitiveness and to provide effective regional tourism development and management, this additional contribution is recommended. The contribution to be by local governments on a per capita basis.
7. The regional cooperative marketing contribution provides for matched funding from Tourism Victoria, Local Government and industry. This is additional to any transferred resources as per Note 1. The contribution by Local Governments to be on a per capita basis.
8. The Base Model provides for continuation of current functions and activities plus a cooperative marketing program for the region. (Note that over the past 2 years Tourism Victoria has suspended cooperative marketing funding to the region and therefore no matching funds have been sought.)
9. The Competitive Model is based on a comparison with Sunshine Coast Tourism (both Local government and industry contributions) noting that Sunshine Coast Tourism is a one LGA fully integrated model with a tourism levy. To be fully competitive SWVT would need increased funding of 30% over time. However the brand equity earned over the past 2 decades plus the experience and prospective efficiency of a new RTO, could achieve growth at the Optimum model resourcing level plus a significant boost in infrastructure and product development.
10. The Optimum Model provides for investment in market research, infrastructure and product development facilitation and advocacy, digital distribution expansion and additional promotion to growth international markets.
11. The models all assume the ongoing contribution of premises and facilities as currently provided to GOT and SCT.
12. The model is based on the continuation of current activities via transfer of funding and staffing to the RTB and the discretionary retention of some "local" activities by local government, **plus** additional contributions by local government, Tourism Victoria and industry for regional tourism development, marketing and management. This is necessary to recover lost cooperative marketing activity over the past 2 years and to be efficiently competitive with other comparable Australian regions, through implementation of the role and functions of an RTB as outlined in the Strategic Business Plan framework.
13. A summary of the proposed financial contributions by Local Government is as follows based on the recommended "Competitive" model (per capita basis)

| <u>Local Government</u> | <u>Current</u> | <u>RTB Mgmt fee</u> | <u>RTB Coop Mkting</u> |
|-------------------------|----------------|---------------------|------------------------|
| Geelong                 | 1480           | 322                 | 322                    |
| Surf Coast              | 75             | 30                  | 30                     |
| Colac Otway             | 75             | 24                  | 24                     |
| Queenscliffe            | 15             | 4                   | 4                      |
| Golden Plains           | 8              | 21                  | 21                     |
| Glenelg                 | 41             | 23                  | 23                     |
| Moyne                   | 94             | 18                  | 18                     |
| Corangamite             | 80             | 19                  | 19                     |
| Warrnambool             | 167            | 39                  | 39                     |
|                         | 2035           | 500                 | 500                    |
| <u>Industry</u>         |                |                     | 500                    |
| <u>Tourism Victoria</u> |                |                     | 500                    |

**INTERIM GREAT OCEAN ROAD TOURISM BOARD**

**Attachment 1**

**TERMS OF REFERENCE**

**OBJECTIVE**

To prepare a draft Strategic Business Plan for the establishment, strategic objectives, priorities, governance and operation of a new generation Regional Tourism Organisation (RTO) for the Great Ocean Road region.

**STRATEGIC BUSINESS PLAN**

The draft Strategic Business Plan to include recommendations for;

1. A vision to guide strategic direction, policy and operational business planning.
2. A mission and strategic goals to guide the role, purpose and performance of the RTO.
3. The structure, role and governance responsibilities for the RTO Board.
4. Resources to achieve the mission including
  - Funding
  - Staffing
  - Facilities
5. Three-year business plan (short, medium and long term) operational objectives and performance indicators.
6. The process to establish the Board and staffing to commence operations from 1 July 2013.
7. The ongoing role of existing regional and local tourism organisations and local government tourism functions.

Note; The Strategic Business Plan to take account of the best practice principles, objectives and success factors for regional tourism development, marketing and management.

**PROCESS**

1. Appoint the Interim Board.
2. Board to consider the Strategic Business Plan scope, consultation and preparation process.
3. Prepare a Discussion Paper to facilitate the consultation process.
4. Conduct Board and key stakeholder workshops.
5. Draft Strategic Business Plan.
6. Stakeholder feedback.
7. Final Plan approval by the Interim Board.
8. Submit to Tourism Victoria and Local Government stakeholders for endorsement.

**TIMELINES**

- Draft Strategic Business Plan submitted to Local government and Tourism Victoria.  
**(December 2012)**
- Approval to implement. **(March 2013.)**
- GOR Regional Tourism Organisation commences. **(July2013.)**

### **INTERIM BOARD MEMBERSHIP**

|                      |                         |
|----------------------|-------------------------|
| Wayne Kayler-Thomson | Chairman                |
| Dean Robertson       | Moyne Shire             |
| Gary Bebbington      | Glenelg Shire           |
| Bill Millard         | City of Warrnambool     |
| John Maher           | Shipwreck Coast Tourism |
| Chris Cowley         | Surf Coast Shire        |
| Mike Barrow          | Colac Otway Shire       |
| Cr. Bruce Harwood    | City of Greater Geelong |
| Ross Stephens        | Geelong Otway Tourism   |
| Andrew Mason         | Corangamite Shire       |
| Lenny Jenner         | Borough of Queenscliffe |
| David Spear          | Golden Plains Shire     |

Secretariat Support - Kirsten Penny, Tourism Victoria.

**Attachment 2**

**SUCCESS FACTORS FOR REGIONAL TOURISM**

## **INTRODUCTION:**

The successful development of regional tourism can make a significant contribution to the economic, social, environmental and cultural well being of regional communities.

It has been well proven that expenditure by visitors flows throughout the community. This "new money" adds value to all businesses, both directly and indirectly and contributes to developing and sustaining services for residents.

All local and regional destinations have the capacity to attract visitors be they day trippers, overnight stayers, business travelers or visitors to friends and relatives.

All destinations have a mix of natural, man made or historical/cultural attraction for visitors.

However some destinations are more successful than others in deriving benefits from tourism. So, what are the success factors for regional tourism and how can they be applied.

This paper outlines the success factors, their characteristics and indicators which can be used to develop, maximize, sustain and assess regional tourism development, marketing and management.

The factors are drawn from over 30 years personal experience at the local, regional, state and national level in regional tourism leadership, strategic planning, development, marketing, management and business operations.

The success factors are also supported by a research study undertaken by the Sustainable Tourism Cooperative Research Centre, which studied 21 best practice destinations across Australia (Sustainable Regional Tourism Destinations 2010).

The Australian Regional Tourism Network instigated the project and as its then Chairman, I also chaired the Industry Reference Group.

The 10 Regional Tourism Success Factors identified in this paper, their characteristics and indicators provide a strategic guide to sustainable achievement of tourism objectives.

## **OBJECTIVES OF TOURISM:**

The common shared objectives of all tourism destinations, businesses and services are as follows.

1. To increase visitor numbers.
2. To increase visitor length of stays
3. To increase visitor expenditure.  
(Note The combination of the above is commonly referred to as tourism yield.)
4. To increase visitor dispersal (geographically and seasonally).
5. To maximize visitor satisfaction.

## **REGIONAL TOURISM SUCCESS FACTORS:**

Successful regional tourism destinations have: -

1. Strong local tourism organisations focused on their core role of visitor servicing.

### **Characteristics**

- Local (town/district) business organisations (tourism, traders, chambers,) with tourism promotion objectives in their purpose.
- Advocates for, or provides of, visitor information services and facilities.
- Promotes the value of tourism to the local community.
- Encourages excellence of visitor servicing.
- Cooperates with regional tourism organisations for destination marketing and development.
- Has an annual business/operational plan linked to regional strategies.

2. Strong regional tourism organisations focused on their core role of regional marketing and development.

### **Characteristics**

- A structure recognised and supported by local government and local tourism organisations.
- Led by a board with a mix of geographic representation and appropriate skills.
- Strategic and operational/business plans with measurable performance indicators.
- Employs and/or contracts professional skills.
- Actively collaborates and communicates with stakeholders and the regional community.
- Establishes and maintains a repository of regional tourism data.
- Actively collaborates and participates in regional economic development planning including the prioritisation and promotion of tourism infrastructure and product development projects.

3. Local Government Support

### **Characteristics**

- Tourism supportive objectives and policies in Local Government strategic plans.
- Provides visitor infrastructure services and facilities.
- Provides financial support both directly and/or by special purpose rates or levies for economic and tourism development
- Provides in kind support via use of local government facilities, resources and personnel.
- Promotes the value of tourism to ratepayers.

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4. Strong consistent and effective leadership by individuals and/or organisations.

**Characteristics**

- Tourism professional expertise is valued and sought by stakeholders.
- Communicates a vision for the region and consistently promotes the value of tourism.
- Engages and listens to stakeholders and the community.
- Represents the region, its strategic direction and issues positively and professionally.
- Influences external policy makers and other stakeholders for the benefit of the region

5. Strategic planning for the region with economic, social, environmental and cultural objectives supported by local destination plans.

**Characteristics**

- Shared vision for a sustainable region.
- Research informed to match demand and supply.
- Engages the community and other stakeholders.
- Objectives and strategies have measurable performance indicators.
- Short, medium and longer term timeframes for strategic objectives and strategies.
- Integration with other regional plans and state/national plans and policies.
- Regularly reviewed and updated.

6. Consistent visitor services excellence.

**Characteristics**

- Promotes the importance of service excellence to all businesses directly and indirectly involved in servicing visitors.
- Develops and implements visitor service excellence education and training programs.
- Measures and benchmarks visitor satisfaction.
- Encourages businesses to become members of relevant tourism associations.
- Audits visitor services facilities, amenities and information to ensure relevance, accuracy and quality.



**7. Research driven cooperative marketing.**

**Characteristics**

- Strategic and operational cooperative marketing plans and programs, which are research driven, ( brand and tactical )and apply the core principles of marketing (product, price, promotion and place/distribution)
- Programs attract contributions from Governments, Local tourism organisations, business and other organisations.
- Cooperative marketing programs have measurable goals with results published to participants.
- Partnership programs with other regions, destinations and products (e.g. touring routes, special interest market segments)

**8. A breadth and depth of tourism infrastructure, products and events matched to market demand.**

**Characteristics**

- A mix of products and services
  - Natural attractions.
  - Built attractions
  - Cultural attractions.
  - Events
  - Meetings, conferences and exhibition facilities.
  - Retail and personal services
  - Touring routes
  - Special interest
  - Hospitality (food and beverage including local produce)
- Tourism Services
  - Transport
  - Way finding
  - Amenities
  - Information Centers/services
  - Walking/riding tracks and trails.

**9. Risk Management plans.**

**Characteristics**

- Risks are identified and measured.
- Risk mitigation strategies are incorporated in strategic plans at a local and regional level.
- Plans are communicated to stakeholders and linked with emergency services plans.
- Clear crises communication and management activation procedures are in place.
- Disaster recovery plans in place.
- Plans are regularly reviewed and updated.

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**10. Supportive communities, which understand and value tourism.**

**Characteristics**

- Community engagement in tourism planning
- Community engagement in visitor servicing
- Community participation in tourism activities and events
- Community and tourism organizations collaboration and mutual support
- Tourism industry support for community services
- Positive media coverage demonstrating an understanding of the value of tourism
- Tourism is considered and involved in community development and public policy generally.

ENDS

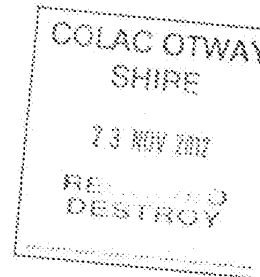


Department of Planning  
and Community Development

File No. 11/007735

19 Nov 2012

Mr Mr Small  
Chief Executive Officer  
Colac-Otway Shire Council  
P.O. Box 283  
COLAC VIC 3250



1 Spring Street  
Melbourne Victoria 3000  
GPO Box 2392  
Melbourne Victoria 3001  
Telephone: (03) 9208 3333  
Facsimile: (03) 9208 3680  
DX210292  
[www.dpcd.vic.gov.au](http://www.dpcd.vic.gov.au)

Dear Mr Small

**RECOMMENDATION TO THE HERITAGE COUNCIL - GREAT OCEAN ROAD, GREAT  
OCEAN ROAD BETWEEN TORQUAY AND ALLANSFORD**

An assessment of the cultural heritage significance of the above place has now been completed. As a result of this assessment, I will be recommending that the Heritage Council include **GREAT OCEAN ROAD** in the Victorian Heritage Register as a place of special cultural heritage significance to the State of Victoria.

The enclosed "Recommendation to the Heritage Council" sets out reasons for my recommendation and includes an assessment of cultural heritage significance.

Notice of my recommendation will be published in the Herald Sun newspaper on **Friday 23 November 2012**. You or any other interested party may make a written submission regarding my recommendation to the Heritage Council within 60 days of the notice being published. A submission form is enclosed and is also available for download at [www.dpcd.vic.gov.au/heritage/Forms-and-Guidelines](http://www.dpcd.vic.gov.au/heritage/Forms-and-Guidelines). **Written submissions must reach the Heritage Council Hearings Officer before 5pm, Tuesday 22 January 2013.**

You may also request that the Heritage Council conduct a hearing into my recommendation. If you wish to be heard by the Heritage Council, tick the relevant box on the enclosed submission form. You should realise that such a hearing will be open to all interested parties.

Please note that all submissions received by the Heritage Council will be treated as public documents and will be circulated to interested parties in the event of a Heritage Council registration hearing. Submitters should also be aware that, even if a hearing is not held, the Heritage Council is bound by the *Freedom of Information Act 1982*. While the Heritage Council will endeavour to respect any privacy wishes of which it is informed, you should expect your submission to be freely and wholly available to anyone seeking access to it.

If no submissions regarding my recommendation are received by 5 pm, **Tuesday 22 January 2013**, the Heritage Council will consider the matter at its Feb 2013 meeting.

As the owner of a place subject to an Executive Director recommendation, there are a number of rights and obligations that you must be aware of.

Section 36 of the *Heritage Act 1995* sets out a number of obligations on an owner to ensure the place is protected prior to the Heritage Council making a decision on whether to include it in the Victorian Heritage Register. These obligations include that the owner must advise me **within 10 days of receiving this letter** if:

- any works are currently being carried out on the place;
- any other activities are being carried out or are proposed to be carried out on the place;
- any application for a planning or building permit or for an amendment to a planning permit has been made but has not yet been determined.


You are also obliged to notify me and provide a copy of this letter to any purchaser of the place prior to entering into a contract of sale.

I enclose a copy of section 36 of the *Heritage Act 1995* and request that you read it carefully. **Fines may apply for non-compliance with section 36.**

In the event that the Heritage Council determines to include your place in the Victorian Heritage Register, you will need to be aware of how the registration will impact on you. Please refer to the enclosed "Registration by the Heritage Council" and "Works and Alterations to Registered Heritage Places and Objects" brochures for this information.

If you have any queries please contact Jan Warren, Heritage Co-ordinator on (03) 9208 3351 or email [heritage.registrations@dpcd.vic.gov.au](mailto:heritage.registrations@dpcd.vic.gov.au).

Yours sincerely

  
**Tracey Avery**  
**Executive Director**  
**HERITAGE VICTORIA**

cc: Corangamite Council, Colac Otway Shire Council, Moyne Shire Council, Surf Coast Shire, National Trust, DSE, VIC Roads, GOR Committee, Parks VIC, Michael Noecker DSE.

Enclosed: Recommendation to the Heritage Council  
Heritage Council Hearings Protocol 2: Registration Submission to Heritage Council  
Section 36 of the *Heritage Act 1995*  
Registration by the Heritage Council - Brochure  
Works and Alterations to Registered Heritage Places and Objects - Brochure

Any personal information about you or a third party in your correspondence will be collected, held, managed, used, disclosed or transferred in accordance with the provisions of the Information Privacy Act 2000 (Vic) and applicable laws. Signature about access to information about you held by the Department should be directed to the Privacy Officer, Department of Planning and Community Development, PO Box 2795, Melbourne, VIC 3001. Notwithstanding the above, please note that information provided to enable the administration of the Heritage Act 1995 may be disclosed to persons with a particular interest in the heritage place or object, and information provided as part of a permit application or register nomination may be made available online.



**Victorian Heritage Register**



**VICTORIAN HERITAGE REGISTER NUMBER:** PROV H2261

**NAME:** GREAT OCEAN ROAD

**LOCATION:** GREAT OCEAN ROAD BETWEEN TORQUAY AND ALLANSFORD, SURF  
COAST SHIRE, COLAC OTWAY SHIRE, CORANGAMITE SHIRE, MOYNE SHIRE

**LOCAL GOVERNMENT AREA:** COLAC OTWAY SHIRE; CORANGAMITE SHIRE;  
MOYNE SHIRE; SURF COAST SHIRE

**CATEGORY:** Archaeological place; Heritage place

**DATE REGISTERED:**

**FILE NO:** PL-HE/08/0023; 11/007735



HERMES ID: 14228

HERITAGE REGISTER NUMBER: PROV H2261

NAME: GREAT OCEAN ROAD

20-Nov-2012 1:46:16PM

Page 1

## Victorian Heritage Register



**EXTENT:** L1 All of the land being the road reserve known as the Great Ocean Road.  
L2 Site of construction camp, Big Hill, Lorne  
L3 Eastern View Hotel site  
F1 Memorial Arch  
F2 Mount Defiance Lookout Plaque

HERMES ID: 14228  
HERITAGE REGISTER NUMBER: PROV H2261  
NAME: GREAT OCEAN ROAD

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Victorian Heritage Register



DIAGRAM 2261A

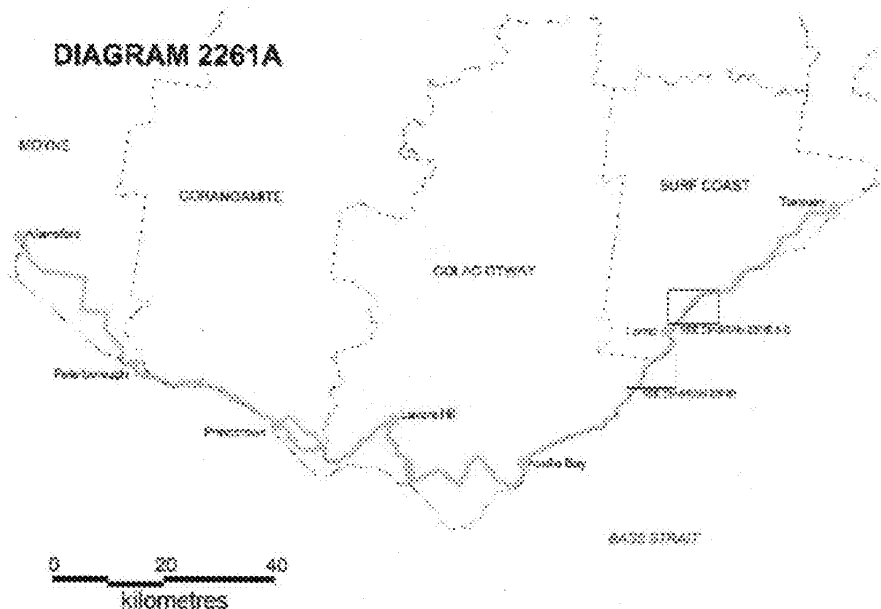
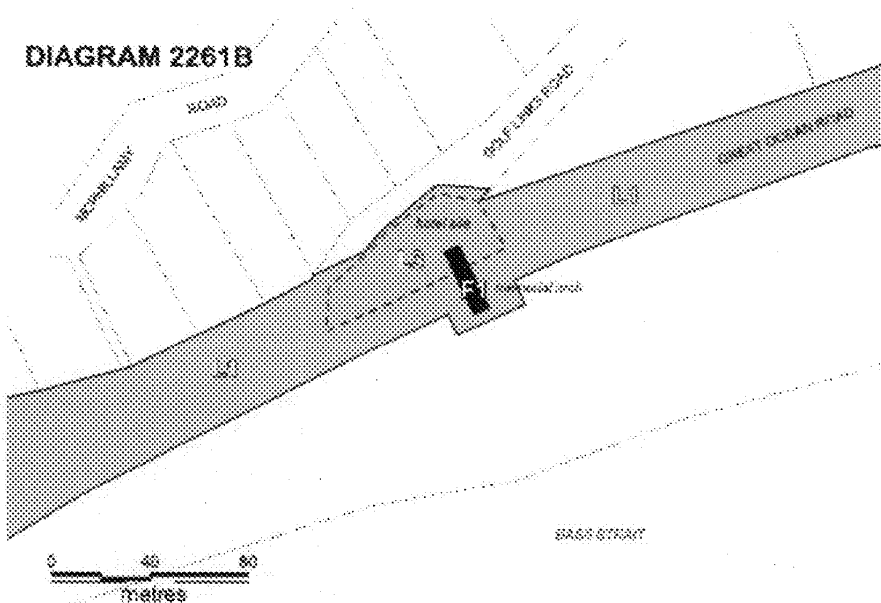


DIAGRAM 2261B



HERMES ID: 14228  
HERITAGE REGISTER NUMBER: PROV 02261  
NAME: GREAT OCEAN ROAD

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Victorian Heritage Register



DIAGRAM 2261C

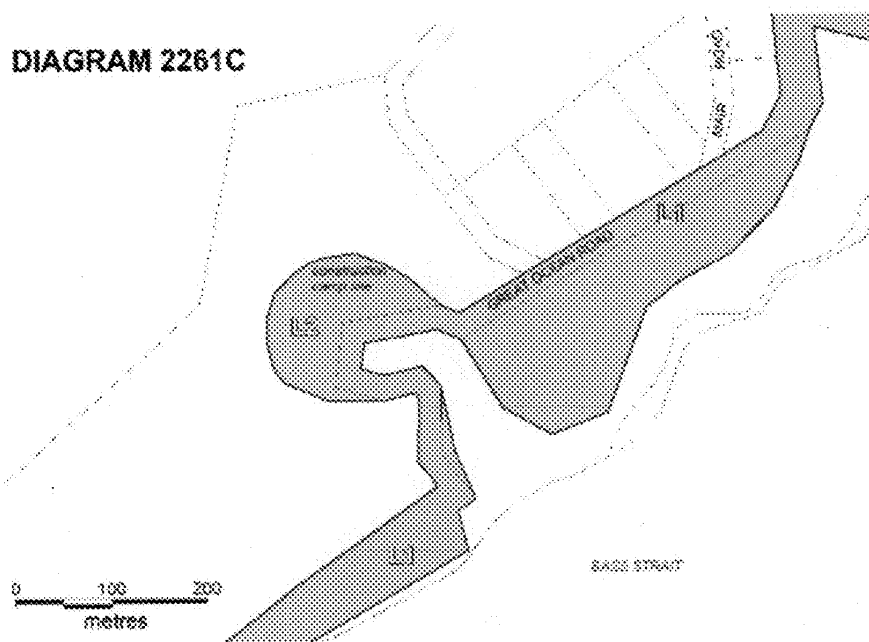
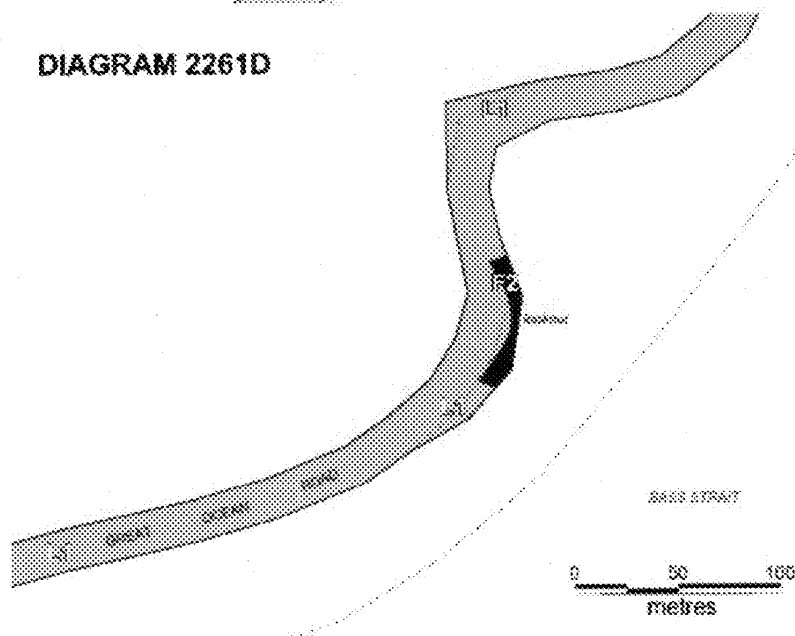


DIAGRAM 2261D



HERNIES ID: 14228  
HERITAGE REGISTER NUMBER/ PROV R1261  
NAME: GREAT OCEAN ROAD

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Page 4



## Victorian Heritage Register



### STATEMENT OF CULTURAL HERITAGE SIGNIFICANCE:

#### DRAFT ONLY - NOT YET APPROVED BY THE HERITAGE COUNCIL

##### *What is significant?*

The Great Ocean Road stretches 242kms from Torquay to its junction with the Princes Highway north of Allansford in western Victoria. It was designed and supervised by Country Roads Board engineer William Thomas Bartholomew McCormack and constructed by more than 3000 returned servicemen between 1919 and 1932 as part of a repatriation project to employ ex-servicemen. It was initially known as "Anzac Highway" and "Anzac Memorial Highway".

The road was created as a war memorial, and funding for its construction was generated and managed by the Great Ocean Road Trust, led by businessman, philanthropist and former Mayor of Geelong, Howard Hitchcock. The repatriation workers were housed in at least 13 campsites along the route, some housing up to 120 men. The Trust initially allowed access to the road by tolls at a number of booths along the route, but when the road was gifted to the state of Victoria in 1936 these were abolished. A Memorial Arch at Eastern View was built as the official gateway to the Great Ocean Road and several memorial plaques along the route commemorate the achievements of the key members involved in the project, and dedicate the road to the memory of First World War servicemen.

The repatriation workers carved the difficult section of road between Lorne and Kennett River from the rocky cliffs using hand tools, explosives and horse and bucket. Tool marks on the cliff faces on this segment of the route are evidence of the hand construction of the road. The returned soldiers who worked on it gave names such as Shrapnel Gully (a battlefield site at Anzac Cove, Gallipoli) to natural features they encountered.

The road is a two-lane winding bitumen structure with frequent road side viewing points, passing through diverse coastal landscapes. For most of its length the road abuts Bass Strait, with the 75 kilometre stretch of curvilinear road hugging the cliffs from Eastern View to Apollo Bay. It is largely unaltered except for two changes in the route in and immediately west of the Otway Ranges.

The *Ocean Road Planning Scheme* was a pioneering planning mechanism that enabled the four local shires along the route to take an innovative, integrated approach to the protection and preservation of the scenery of the region. It was the first of its type to protect land in Victoria and Australia for its scenic environmental value. Planning strategies in the region continue to protect the scenery and landscape.

The first simple arch at The Springs tollgate, painted with "Returned Soldiers and Sailors Memorial Great Ocean Road", was demolished when the toll was abandoned in 1936, but three years later a second Memorial Arch was erected and dedicated to WTB McCormack. It was accidentally destroyed by a truck in 1970 and a new larger arch built on the same spot. The Country Roads Board announced intentions to remove the arch in 1979, considering it too low and narrow. Pressure from the local community prevented its demolition, but soon

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## Victorian Heritage Register



after it was damaged by a truck, and a third larger arch, in a similar form, was erected at the same location once the road was widened. This one was destroyed on 16 February 1983 in the Ash Wednesday bush fires when the coastal area between Lorne and Angelsea was devastated. The five bronze plaques on the seaward pillar of the fourth arch tell the story. The Great Ocean Road is on the land of the traditional owners, including the traditional lands of the

### *How is it significant?*

The Great Ocean Road is of historical, archaeological, aesthetic and social significance to the state of Victoria.

### *Why is it significant?*

The Great Ocean Road is of historical significance to Victoria as a war memorial. Initially referred to as "Anzac Highway" or "Anzac Memorial Highway", it was planned as a memorial to those who served in World War I and is the only war memorial road in Victoria, as distinct from the many avenues of honour which were planted along Victoria's roadsides to commemorate individuals who served or died in the War.

The Great Ocean Road is of historical significance for its association with the more than 3000 returned servicemen who, through the repatriation works program, constructed this memorial to their fellow servicemen.

The Great Ocean Road is historically significant for its association with Victorian civil engineer, William Calder, who first proposed the road's construction, engineer William Thomas Bartholomew McCormack and former Mayor of Geelong Howard Hitchcock. McCormack, a founding member of the Victorian Country Roads Board, was responsible for the practical and aesthetic design of the route and supervised its construction. The determination and philanthropy of businessman Hitchcock, who was inaugural Chairman of the Great Ocean Road Trust, were integral to the completion of the road.

The Great Ocean Road is historically and socially significant as a tourist route, designed to facilitate public access to the coastline. The existence of the road has been responsible for the development of the many resort towns along its route. The completion of the road coincided with the age of popular motor touring, increasing its importance to the rest of Victoria. Recreational tourism was among the purposes for the road's construction, and the cultural and natural tourism experiences it offers, including views of the Twelve Apostles and the treacherous 'Shipwreck Coast', are greatly valued by the Victorian community. It is used by more than five million domestic travellers annually.

The Great Ocean Road is also of historical significance as an early land transport link to coastal towns in western Victoria, since goods transportation at the time still relied heavily on coastal steamers.

The Great Ocean Road is of aesthetic significance for its spectacular views of sea and coast. There are no comparable coastal routes to the Great Ocean Road in Victoria affording such

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## **Victorian Heritage Register**



diversity of scenic values over long distances. Its status as a tourist icon has been recognised as a popular tourist destination for local, interstate and international visitors.

The Great Ocean Road is of archaeological significance for its potential to contain features, deposits and/or relics associated with the construction and occupation of campsites and toll booths that will contribute to an understanding of the construction and operation of the Great Ocean Road.

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## Victorian Heritage Register



### PERMIT POLICY:

DRAFT-NOT YET APPROVED BY HERITAGE COUNCIL.

The purpose of the exemptions is to allow works that do not adversely impact on the cultural heritage significance of the Great Ocean Road road reserve.

The ability to maintain road safety is not restricted by any permit requirement. Works including removal of land slips, rock falls and maintenance of rock walls, line markings, erection of guard rail and brisen wire, signs, road, kerb, shoulder and drain maintenance works and vegetation removal outside areas of known or potential archaeological significance are permit exempt.

New works including earth works and new infrastructure, such as passing lanes, walls, carparks, buildings or structures, bridges or culverts are not permit exempt.

No works are permit exempt in areas that may contain historical archaeological deposits, features and/or relics, such as camp sites.

Works to the Memorial Arch and the Mount Defiance Lookout plaque require a permit.

### PERMIT EXEMPTIONS:

DRAFT-NOT YET APPROVED BY HERITAGE COUNCIL.

General Conditions: 1. All exempted alterations are to be planned and carried out in a manner which prevents damage to the fabric of the registered place or object.

General Conditions: 2. Should it become apparent during further inspection or the carrying out of works that original or previously hidden or inaccessible details of the place or object are revealed which relate to the significance of the place or object, then the exemption covering such works shall cease and Heritage Victoria shall be notified as soon as possible. Note: All archaeological places have the potential to contain significant sub-surface artefacts and other remains. In most cases it will be necessary to obtain approval from the Executive Director, Heritage Victoria before the undertaking any works that have a significant sub-surface component.

General Conditions: 3. The existence of a Conservation Management Plan or a Heritage Action Plan provides guidance for the management of the heritage values associated with the place. Certain works specified in the management plan may be able to be declared permit exempt by the Executive Director once satisfactory detail has been provided for consideration.

General Conditions: 4. Nothing in this determination prevents the Executive Director from amending or rescinding all or any of the permit exemptions.

General Conditions: 5. Nothing in this determination exempts owners or their agents from the responsibility to seek relevant planning or building permits from the responsible authorities where applicable.

Regular Site Maintenance : The following site maintenance works are permit exempt : a) regular site maintenance provided the works do not involve the removal or destruction of any

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## Victorian Heritage Register



significant above-ground features or sub-surface archaeological artefacts or deposits; b) the maintenance of an item to retain its conditions or operation without the removal of or damage to the existing fabric or the introduction of new materials; c) cleaning including the removal of surface deposits, organic growths, or graffiti by the use of low pressure water and natural detergents and mild brushing and scrubbing; d) repairs, conservation and maintenance to roads and paths, fences and gates and drainage and irrigation. e) the replacement of existing services such as cabling, plumbing, wiring and fire services that uses existing routes, conduits or voids, and does not involve damage to or the removal of significant fabric. Note: Surface patina which has developed on the fabric may be an important part of the item's significance and if so needs to be preserved during maintenance and cleaning.

Note: Any new materials used for repair must not exacerbate the decay of existing fabric due to chemical incompatibility, obscure existing fabric or limit access to existing fabric for future maintenance. Repair must maximise protection and retention of fabric and include the conservation of existing details or elements.

**Fire Management Duties :** The following fire management duties are permit exempt: All prevention, preparedness, response and recovery activities, including fuel management and planned burning works in approved agency and Municipal fire management plans provided the works do not involve the removal or destruction of any significant above ground features or subsurface archaeological artefacts or deposits. The importance of places listed in the Victorian Heritage Register must be considered when strategies for fire management are being developed. Fire management authorities should be aware of the location, extent and significance of historical and archaeological places when developing and implementing fire management plans and actions.

**Signage and Site Interpretation :** The following Signage and Site Interpretation activities are permit exempt a) signage and site interpretation activities provided the works do not involve the removal or destruction of any significant above-ground structures or sub-surface archaeological artefacts or deposits; b) the erection of non-illuminated signage for the purpose of ensuring public safety or to assist in the interpretation of the heritage significance of the place or object and which will not adversely affect significant fabric including landscape or archaeological features of the place or obstruct significant views of and from heritage values or items; c) signage and site interpretation products must be located and be of a suitable size so as not to obscure or damage significant fabric of the place; d) signage and site interpretation products must be able to be later removed without causing damage to the significant fabric of the place; Note: The development of signage and site interpretation products must be consistent in the use of format, text, logos, themes and other display materials. Note: Where possible, the signage and interpretation material should be consistent with other schemes developed on similar or associated sites. It may be necessary to consult with land managers and other stakeholders concerning existing schemes and strategies for signage and site interpretation.

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## Victorian Heritage Register



**Minor Works :** Note: Any Minor Works that in the opinion of the Executive Director will not adversely affect the heritage significance of the place may be exempt from the permit requirements of the Heritage Act. A person proposing to undertake minor works must submit a proposal to the Executive Director to apply for a s.66 (3) permit exemption for the proposed works. If the Executive Director is satisfied that the works will not adversely affect the heritage values of the site, the applicant may be exempted from the requirement to obtain a heritage permit. If an applicant is uncertain whether a heritage permit is required, it is recommended that the permits co-ordinator be contacted.

**Road Reserve and Landscape :** The following road reserve and landscape works are permit exempt: All works to maintain road safety and the existing roadway, shoulder and drain. Road, shoulder, culvert and kerb repairs and maintenance, drainage works, road marking and traffic signs, erection of guard rail and brisen wire, removal of land slips and rock falls, and erosion control. Maintenance and conservation of hard landscape features such as paths, driveways, kerbs and gutters, walls and plaques. Construction of standard concrete or gravel crossovers, driveways and paths that are outside the tree protection zone or do not require the removal or topping of trees and significant vegetation. Vegetation management including slashing and mowing, removal and pruning to maintain road safety and infrastructure clearance, and weed control. Works and management of trees in accordance with Protection of trees on development sites AS4970, and Pruning of amenity trees AS4373. Landscaping and planting to retain a vegetated corridor with indigenous species, but excluding important viewing points and vistas. Removal of plants listed as noxious weeds in the *Catchment and Land Protection Act 1994*.

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Victorian Heritage Register



**RECOMMENDATION AND DETERMINATION ON A  
NOMINATION TO THE VICTORIAN HERITAGE REGISTER**

NAME: GREAT OCEAN ROAD

VHR NO: PROV H2261

LOCATION: GREAT OCEAN ROAD BETWEEN TORQUAY AND ALLANSFORD, SURF  
COAST SHIRE, COLAC OTWAY SHIRE, CORANGAMITE SHIRE, MOYNE SHIRE

CATEGORY: Archaeological place, Heritage place

FILE NO: PL-HE/08/0023; 11/007735

OFFICER/S REPORTING: Frances O'Neill

**RECOMMENDATION BY EXECUTIVE DIRECTOR**

- That the Place or Object be included in the Heritage Register [Section 32(1)(a)]

|                                          |               |                             |               |
|------------------------------------------|---------------|-----------------------------|---------------|
| _____<br>Manager<br>Heritage Assessments | _____<br>Date | _____<br>Executive Director | _____<br>Date |
|------------------------------------------|---------------|-----------------------------|---------------|

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HERITAGE COUNCIL HEARINGS PROTOCOL 2

REGISTRATION SUBMISSION TO HERITAGE COUNCIL

(Pursuant to Section 38 of the Heritage Act 1995)

HERITAGE  
COUNCIL  
HERITAGE  
COUNCIL  
HERITAGE  
COUNCIL

**Place/Object Details**

Place/Object Name: .....

Address/Location: .....

Date of Notice of Recommendation (of the Executive Director or Heritage Council): .....

*\*note: this submission must be lodged within 60 days of the recommendation being published*

**This submission:** (tick relevant box/es)

- ☐ Supports a recommendation to include the above place/object in the Heritage Register
- ☐ Supports a recommendation not to include the above place/object in the Heritage Register
- ☐ Objects to a recommendation to include the above place/object in the Heritage Register
- ☐ Objects to a recommendation not to include the above place/object in the Heritage Register
- ☐ Supports the "Extent of Registration" and "Permit Policy/Permit Exemptions" recommended
- ☐ Objects to the "Extent of Registration" and "Permit Policy/Permit Exemptions" recommended
- ☐ Other (provide detail) .....

**Reasons for Submission**

*In accordance with the Heritage Act, this submission must relate only to the issue of whether or not a place or object is of cultural heritage significance or to the recommended extent of registration or permit policy/permit exemptions.*

.....  
.....  
.....

*If more space is required, attach additional paper*

**Do you wish to be heard by the Heritage Council in relation to this submission?**

Yes ☐ No ☐

*\*note: if a hearing is not requested the Heritage Council may determine the matter on written submissions.*

**Submitter Details**

Name, Company/Agency Name: .....

Address: .....

Business/Mobile No: ..... Email address: (optional) .....

Please note that all written submissions received will be treated as public documents. While the Heritage Council will endeavour to respect any privacy wishes of which it is informed, it is bound by the *Freedom of Information Act 1982*. You should expect your submission to be freely and wholly available to anyone seeking access to it.

**Submitter Signature** ..... **Date** .....

**Send your submission to:** Heritage Council of Victoria, PO Box 2392, Melbourne 3001. Fax: 03 9208 3147.

For further information, contact the Heritage Council Hearings Officer on 03 9208 3666 or at [heritage.council@dpod.vic.gov.au](mailto:heritage.council@dpod.vic.gov.au).



Heritage Act 1995  
No. 93 of 1995

Part 3—The Victorian Heritage Register

s. 35

- (d) set out an assessment of the cultural heritage significance of the place or object; and
- (e) advise the owner or nominator that the Heritage Council will make a decision on the recommendation after a period of 60 days from the date of the notice of that recommendation published under section 35; and
- (f) advise the owner that the owner may—
  - (i) make a submission on the recommendation to the Heritage Council at any time within that period of 60 days; and
  - (ii) request a hearing in relation to that submission; and
- (g) advise the owner and the nominator of the provisions of sections 41 and 42.

s. 35  
amended by  
No. 76/2000  
s. 6.

35 Notice of recommendation to be published

The Executive Director must cause a notice of a recommendation under section 32(1) to be published in a newspaper circulating generally in the area in which the nominated place or object is located.

s. 36  
substituted by  
No. 76/2000  
s. 7.

36 Obligations of the owner

- (1) In this section *Heritage Council decision* means a decision of the Heritage Council under section 42.
- (2) This section applies to the owner of a place or object to whom a statement has been given under section 34 or 34A.

Heritage Act 1995  
No. 93 of 1995  
Part 3—The Victorian Heritage Register

s. 36

- (3) The owner of a place or object must advise the Executive Director of—
- (a) any works that are being carried out in relation to the place or object at the time the statement is given; and
  - (b) any application for a planning permit or a building permit or for an amendment to a planning permit that has been made in relation to the place, but not determined at the time the statement is given; and
  - (c) any other activities that are being carried out or are proposed to be carried out in relation to the place or object at the time the statement is given.
- (4) An advice under subsection (3) must be given within 10 days after the statement is given under section 34 or 34A.
- (5) If, before the Heritage Council decision on a place—
- (a) an application for a planning permit or a building permit or for an amendment to a planning permit in relation to the place is made; or
  - (b) a planning permit or building permit or an amendment to a permit in relation to the place is granted—
- the owner of the place must advise the Executive Director of the application, permit or amendment.
- (6) An advice under subsection (5) must be given within 10 days after the making of the application or the grant of the permit or amendment.

Heritage Act 1995  
No. 93 of 1995

Part 3—The Victorian Heritage Register

s. 36

- (7) If, before the Heritage Council decision on a place or object—
- (a) any activities are carried out in relation to the place or object that could adversely affect the place or object; or
  - (b) any activities are proposed to be carried out in relation to the place or object that could adversely affect the place or object—
- the owner of the place or object must advise the Executive Director of the activity or proposal.
- (8) An advice under subsection (7) must be given within 10 days after the owner becomes aware of the activity or the proposal, as the case requires.
- (9) If, before the Heritage Council decision on a place or object, a proposal is made to dispose of the whole or any part of the place or object, the owner of the place or object must advise the Executive Director of that proposal.
- (10) An advice under subsection (9) must be given at least 10 days before entering into the contract for the disposal of the place or object.
- (11) The owner of the place or object who proposes to dispose of the whole or any part of the place or object before the Heritage Council decision on the place or object must, before entering into a contract for that disposal, give a copy of the statement under section 34 or 34A to the person who, under the proposed contract, is to acquire the place or object or part of the place or object.
- (12) An advice to the Executive Director under this section must be in writing.

Heritage Act 1995  
No. 93 of 1995  
Part 3—The Victorian Heritage Register

s. 37

- (13) An owner of a place or object must comply with this section.

Penalty: in the case of a natural person:  
120 penalty units; and  
in the case of a body corporate:  
240 penalty units.

s. 38(13)  
amended by  
No. 74/2000  
s. 50(3)(b)

Division 3—Decision of Heritage Council

37 Application of Division

Nothing in this Division applies to the remains of a ship or part of a ship or an article associated with a ship to which Part 5 applies.

38 Submissions

- (1) Any person may make a written submission to the Heritage Council in relation to—

- (a) a recommendation of the Executive Director to register a nominated place or object; or  
(b) a recommendation of the Executive Director that a nominated place or object should not be included in the Heritage Register.

s. 38(1)(b)  
substituted by  
No. 70/2000  
s. 6(1)

- (2) A submission under subsection (1) must be made within 60 days after the date that notice of the recommendation is published under section 35.

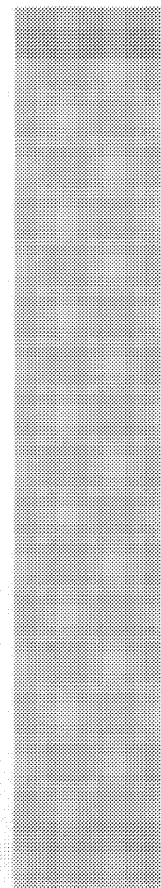
s. 38(2)  
amended by  
No. 70/2000  
s. 6(2)

- (2A) Any person may make a written submission to the Heritage Council in accordance with a notice by the Heritage Council under section 39(3)(b) or 40(2)(a).

s. 38(2A)  
inserted by  
No. 48/2006  
s. 4

- (2B) A submission under subsection (2A) must be made within 60 days after the date that notice is given or published by the Heritage Council.

s. 38(2B)  
inserted by  
No. 48/2006  
s. 4



- whether the proposal would affect the place or object
- whether the proposal would affect the place or object, or cause undue financial hardship to the owner
- the extent to which the proposal would affect the cultural heritage significance of any adjoining or neighbouring property that is protected under a Heritage Overlay in a planning scheme, or is in the Victorian Heritage Register
- any submissions received by a result of advertising any matter relevant to the conservation of the registered place or object

Is there any evidence for approval?

Yes. Applicants or owners, who are dissatisfied with a permit refusal or the conditions applied to a permit, may appeal to the Heritage Council within 60 days of the Executive Director's determination. The requirements and procedures for appeals are available from the Heritage Council as a separate document.

How is the Council involved?  
Heritage Victoria and the Heritage Council have published a number of other information brochures about the role of Victoria's heritage process and objects.

For further information and assistance,  
visit our website: [www.heritage.vic.gov.au](http://www.heritage.vic.gov.au)

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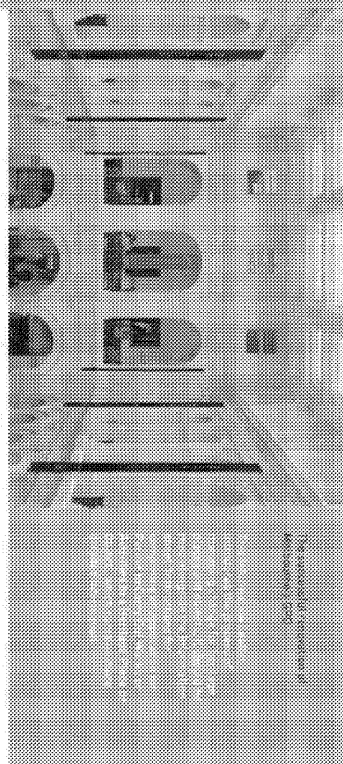
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**Guidance**  
This advice may be of assistance to you and the State of Victoria and its progress do not guarantee that the publication is without error of any kind or is exactly appropriate for your particular purposes and the Victorian Government is not responsible for any error, loss or other consequence which may arise from you relying on any information in this publication.



## Works and Alterations to Registered Heritage Places and Objects



### The Victorian Heritage Register

Continues places and objects which have been assessed as having statewide heritage significance to Victoria. To adapt to the demands of modern life and for commercial reasons, these places may need to be altered. Heritage Victoria's aim is to help owners to manage this change by allowing appropriate alterations, while ensuring that places' important features and heritage significance are respected and protected. Over 95% of applications result in a permit being granted for works.

### What changes can I make?

Under the Heritage Act 1995, one of the Executive Director's roles is to manage the Victorian Heritage Register. This includes granting permits for appropriate changes to registered places. Heritage Victoria administers the Act, and is the contact and information point for applications and permits. The Heritage Council of Victoria, an independent statutory authority, is the appeal body.

### What changes require a permit?

Anything which alters the place or object including:

- building repairs, extensions, alterations, interior works, demolition or reduction of buildings and structures, changes of colour schemes and signage
- subdivision and construction of new buildings and garden structures such as fences, decks, pathways and driveways, and changes of materials
- works to registered items and gardens which are not registered separately
- construction of registered archaeological sites or damage or alteration to an archaeological artefact
- relocation, repair and conservation
- treatment of objects

The permit is granted for a limited period.

If the repairs are minor to restore and the materials you are removing are being replaced with materials of the same composition and profile you may not require a permit and can seek an exemption from the Executive Director. The Executive Director should be contacted as soon as possible if



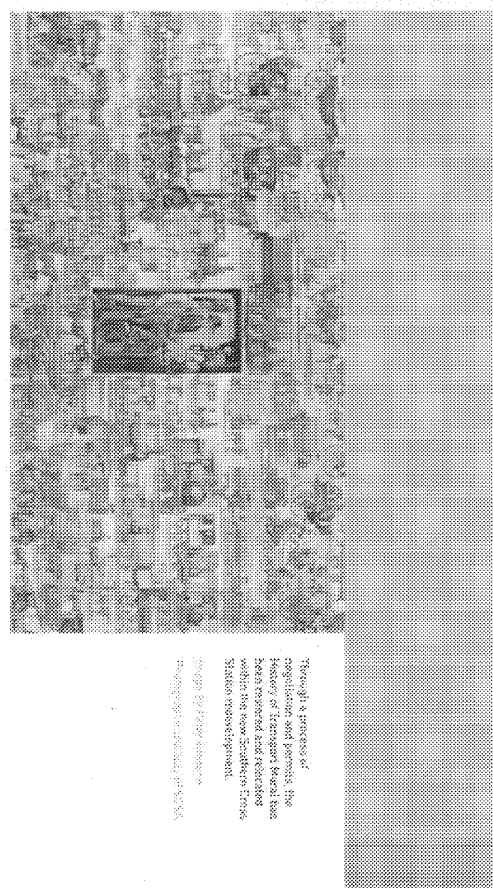
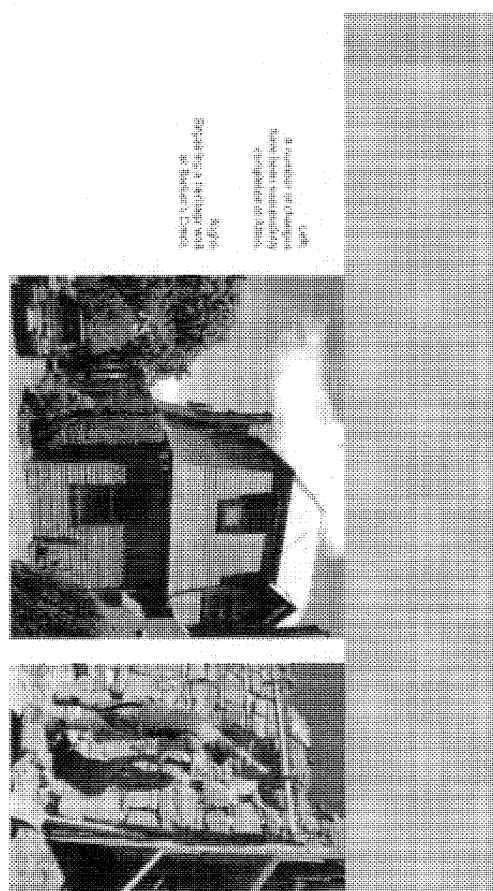
the historic character, to specific zones, such as the retention of original and important pathways, roads, buildings, earth adobe must be sought from heritage Victoria as the works may affect or diminish the significance of the place.

There may be exemptions from the need to obtain a permit:

In some instances where the change proposed is minor in nature and will not impact on the heritage significance of the place or object, a permit exemption may be possible. To ascertain whether your proposed works could be considered permit exempt, contact the providing details of the work proposed.

Permit exemptions often cover all the normal maintenance and upkeep issues faced by owners. Common exemptions include interior painting, carpentry, and replacement of kitchens and bathrooms in some cases, particularly where a conservation in nature plan exists. Developments that might include extensive changes to heritage places can be exempted. It is important to check with the best to see if the work can be declared permit exempt.

There may be established permit exemptions already in place for your registered property or object. These may have been issued at, or after



the time of registration. Contact HV to see if a permit exemption already exists for your property or object. Where a permit exemption already exists, there is no need to check with HV before proceeding with the works.

When can I apply?

The applicant must be the owner of legal occupation of the registered place and the owner's consent is always required on the application. A professional assessor or owner may be listed as the contact person on the application. In cases where alterations or changes are proposed, it is recommended that applicants employ a professional assessor with experience in the heritage conservation. For major changes, pre-application discussions with HV officers are encouraged.

In some cases, a permit exemption may be granted. All applications for permits for registered places are referred to the local government authority for comment and consideration.

How soon will a permit come?

A published schedule of fees for permits is available from Heritage Victoria. For conservation works such as repair, restoration and reconstruction, the fee is waived, and for purchasers who carry out work to their own home, there is no payment of fees.

What needs to be submitted?

The documentation required is similar to that required for a planning permit. Contact Heritage Victoria for more detailed information to assist you in making an application. In broad terms you should include:

- a completed permit application form signed by the applicant and owner
- three copies of drawings (plans, elevations and sections) showing all the proposed alterations
- a drawing under photographs showing existing conditions
- the schedule of the proposed works
- details of proposed colours and finishes or conservation treatment
- a heritage impact statement.

You may also need to include:

- a statement of the anticipated condition of the site following any work;
- evidence for carrying out any excavation or damage to an archaeological object or artifact.

A permit application form and associated brochures to assist in the preparation of a permit application can be downloaded from www.heritage.vic.gov.au.

How long will the process take?

Permits must be processed by the Executive Director within 60 days unless an extension

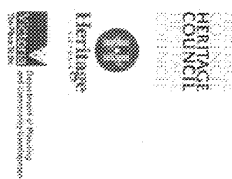
is granted by the Heritage Council. Previous experience has shown that most minor matters are dealt with in less than 30 days.

Are there any application requirements?

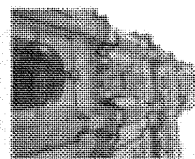
If the Executive Director believes the proposed application may have a detrimental effect on the place, the owner is required to submit the proposal in a local newspaper, as specified by Heritage Victoria. Unless the property is in an isolated location, a sign, or signs, at the site are also usually required. The Executive Director will make the application available at the office of Heritage Victoria and/or a regional location. Interested parties are invited to comment and make representations for 14 days from the date of advertising.

What happens next?

If the Executive Director can determine the matter on the information supplied in the application, a permit is likely to be issued. If the application is contentious and submissions have been received from other parties, the applicant and the other parties will usually be invited to discuss aspects of the application before a determination is made. The process of discussion is kept as informal as possible. Written material submitted must be accurate, factually correct and unambiguous.



The 1885 Melbourne GPO  
HS304 is now a wall and  
restaurant complex.



Be it required to get insurance for a registered property?

Not necessarily. As the Heritage Council is unlikely to require an owner to rebuild or  
recreate a place or object if it is severely damaged, items can usually be insured at the greater  
risk for the insurance company than for any other building or object.

Does the Heritage Council allow owners and businesses to be involved in the registered place or  
object?

Yes. Registration by the Heritage Council does not stop a place or object from being altered,  
developed or excavated and owners are certainly not expected to live in outdated conditions.  
Owners considering changes should contact Heritage Victoria to see if a permit is required  
and to obtain a copy of our Heritage Works and Alterations to Registered Heritage Places and  
Objects. More than 95 per cent of requests for permits to alter, develop or excavate a place  
on the Register are approved.

If a permit is required, talk to us at the earliest planning stages before submitting an  
application, as preliminary advice can often simplify the process.

A brochure with information specific to protecting archaeological heritage is available on  
request.

How can I find out if a particular place is listed on the Victorian Heritage Register?

To find out what is listed, you can search the Register online at [www.heritage.vic.gov.au](http://www.heritage.vic.gov.au)  
If you require a Certificate of Registration for legal purposes to identify the current status  
of a property, you can complete an Application form online at [www.heritage.vic.gov.au](http://www.heritage.vic.gov.au) at  
a cost of \$25. A Property Inquiry Application form is also available from Heritage Victoria  
and needs to include current title details and accurate address information for the property.  
Payment of \$25 should be made out to the Heritage Council of Victoria.

What does a Heritage Council certificate tell me?

- It answers all the following questions about a building, place or object:
  - Is it on the Victorian Heritage Register and if so, in which category?
  - If it is not on the Register, has an application been made to put it on?
  - Is it currently under consideration for inclusion on the Register?
  - Is it subject to an Interim Protection Order, preventing damage or demolition until a  
survey of significance is being done? If so, what is the date of the Order?
  - Is the place or object included in the Heritage Inventory of places and objects of  
potential archaeological significance?
  - Is there an Order of the Supreme Court in force to remedy or rectify a breach of the  
Heritage Act 1993? (Even rare!)
  - Is it affected by a World Heritage Convention area?

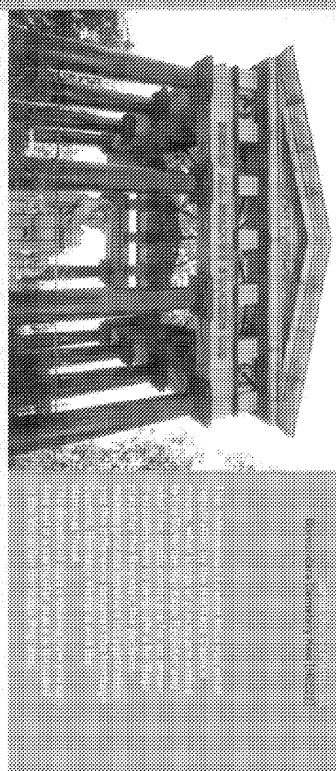
How long can the certificate last?

Unlike certificates are issued generally immediately or within 48 hours. Manual certificates  
take a maximum of two weeks from receipt of the application form, although in practice  
most are processed within two days.

Where can you obtain copies of the Victorian Heritage Register?

The Register is now online at <http://www.heritage.vic.gov.au/vhr/heritagereg>  
For more information see: [www.heritage.vic.gov.au](http://www.heritage.vic.gov.au)

## Registration by the Heritage Council



### What does registration mean?

- All heritage places registered by the Heritage Council are:
  - Considered to be of special cultural heritage significance to the State of Victoria
  - Added to the Victorian Heritage Register
  - Legally protected to help ensure they survive for future generations to appreciate
  - Eligible for financial assistance from the Heritage fund

### What kind of heritage places are added to the Victorian Register?

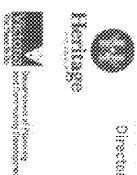
Heritage places and objects including buildings, gardens, structures, trees, remains  
or parts of a ship, archaeological sites, historic precincts, historic objects associated  
with a place, archaeological relics associated with a site, and shipwreck relics and  
protected zones.

The key is their level of significance and what they demonstrate about the history and  
development of Victoria. Only those items considered to be of special significance to  
Victoria are added to the Victorian Heritage Register.

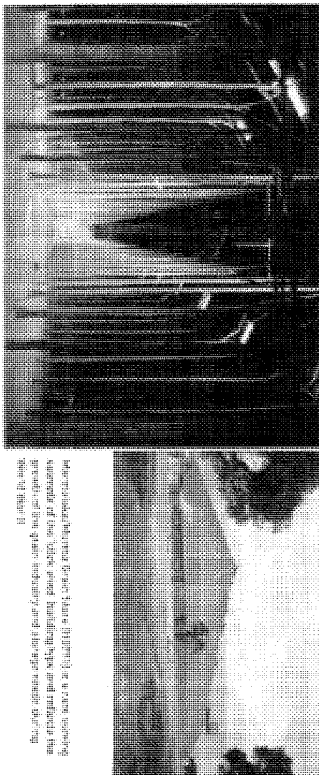
### What is the difference between Heritage Victoria and the Heritage Council?

Heritage Victoria is part of the Department of Planning and Community Development.  
Architects, conservators, archaeologists, historians, naturalists and planners  
working with Heritage Victoria prepare reports for consideration by the Heritage  
Council on matters relating to registration, permits and financial assistance.

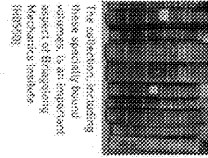
The Heritage Council is a non-member independent statutory authority which acts as  
Victoria's main decision-making body on heritage issues. It is the Heritage Council  
that determines which heritage places are added to the Victorian Heritage Register,  
and acts as an appeal body for clients not satisfied with a decision of the Executive  
Director.







Heritage Council of Victoria (HCV) is a state-owned corporation that manages the Victorian Heritage Register and the Victorian Heritage Foundation. It is a not-for-profit organisation that works to protect and promote the state's heritage. The HCV is responsible for the Victorian Heritage Register, which lists places of cultural significance in Victoria. It also manages the Victorian Heritage Foundation, which provides financial support for heritage conservation projects. The HCV is a member of the International Council on Monuments and Sites (ICOMOS) and the Australian Heritage Council.



The Victorian Heritage Register is a list of places of cultural significance in Victoria. It is managed by the Victorian Heritage Council. The Register includes a wide range of places, from individual buildings to entire landscapes. It is a key tool for heritage conservation in Victoria.

What is the Victorian Heritage Register?

Legal protection. Registration by the Heritage Council means a registered heritage place cannot be altered in any way without authorisation from the Executive Director. National Trust classification has no legal or binding effect upon an owner. However, inclusion on the Heritage Overlay for your Local Government Area also provides legal protection for places of local significance.

Do owners of registered places have to provide access to the public?

No. The Heritage Council recognises the privacy of owners of private property and the public has no special right of access to any registered property.

What nomination process is used for the Victorian Heritage Register?

Anyone can nominate heritage places and objects for addition to the Victorian Heritage Register. Most nominations come from heritage studies conducted by local councils or from community groups like the National Trust and local historical societies.

Do owners have a say in the registration process?

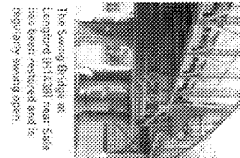
Yes. A place or object cannot be added to the Victorian Heritage Register before the Heritage Council seeks the views of the owner. Those opposing registration are given the opportunity to present their case directly to the Heritage Council.

What are the penalties for owners who breach?

If a heritage place or object is to be recommended for the Register, owners will be given a report which will include a statement of cultural heritage significance, proposed extent of registration, and any proposed permit exemptions.

What are the penalties for owners who breach?

1. The Executive Director makes a recommendation to the Heritage Council.
2. All recommendations are advertised in a metropolitan daily newspaper. The owners or any party with a substantial interest in the place or object have 60 days to make a submission to the Heritage Council should they wish to do so.
3. If the Heritage Council accepts the Executive Director's recommendation, the necessary documentation is signed and the building is added to the Register.



The Great Ocean Road is a scenic route that runs along the southern coast of Victoria. It is a popular destination for tourists and is known for its stunning views and historic significance. The road is a key feature of the Victorian Heritage Register.

Can the Minister for Planning direct?

Not necessarily. The Heritage Council adds heritage places or objects to the Victorian Heritage Register. However, if the Minister chooses, he or she can exercise a discretionary power to call in any recommendation, after it has been advertised by the Executive Director and before it is determined by the Heritage Council, and decide on the outcome.

Can there be any financial help for owners of registered places?

All places and objects included in the Victorian Heritage Register are potentially eligible for modest financial assistance from the Heritage Fund for urgent restoration and repair. Except in special circumstances, owners are expected to hold a property for five years before being eligible for assistance.

Are owners eligible for cash and loan tax concessions?

Under special circumstances, the Heritage Council can recommend that the Treasurer remit land tax for a particular period and that the local council remit rates for a specified period to ensure that a registered place is conserved. In exchange, the Heritage Council will require that conservation works to the value of the remissions are undertaken during the period of remissions. This process requires approval of the Minister for Planning and the Treasurer, and in the case of multiple rates, the local council.

Can the Heritage Council have powers to enforce their policy or objects?

Owners of registered places are not legally required to repair or restore the property to its original condition. In extreme circumstances where the survival of significant heritage is jeopardised by neglect or damage, the Heritage Council may be forced to issue a repair order. It is, however, in an owner's interests to carry out normal ongoing maintenance and repair work to protect the value of their property and to avoid expensive remedial work.

Is local historical societies available for owners?

Yes. Conservators, architects, planners, historians, archaeologists and horticulturists working with Heritage Victoria provide a free service to owners, assisting on technical, economic or design problems or directing owners to an appropriate specialist. However, due to time constraints, this does not extend to preparing architectural drawings and documentation.

Can the Heritage Council registration affect the ownership of a property?

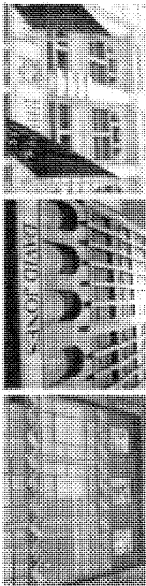
No. Although registration is noted on the property title, it does not mean the Heritage Council has any proprietary interest in the property.

Will the value of the property be affected?

Probably not. Some people fear that addition to the Victorian Heritage Register will reduce a property's value. Recent research suggests this is totally dependent on the type of property and on the planning and economic circumstances surrounding it. Your property may even increase in value because of the prestige associated with public recognition of its importance.



The Great Ocean Road is a scenic route that runs along the southern coast of Victoria. It is a popular destination for tourists and is known for its stunning views and historic significance. The road is a key feature of the Victorian Heritage Register.



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**G21 Region Economic  
Development Strategy**  
*Governance Paper*

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## Executive Summary

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### Purpose of this Report

This paper highlights the key requirements for the optimal implementation of the Game Changing initiatives of the G21 Economic Development Strategy and provides an overview of the recommended implementation structure to ensure a swift and efficient start to the economic development process.

### Potential Implementation Vehicles

A range of potential vehicles for implementation were presented to the G21 Economic Development Working Group and Steering Committee, from around Australia and the world, including:

- Advisory Board/Committee
- Strategic Alliance
- Government Agency
- Independent Association/Organisation

### Recommendation

Based on consultation with the Working Group and Steering Committee and other key stakeholders it is recommended the following implementation structure for the G21 Economic Development Game Changers is adopted.

- **Strategic Direction:** Responsibility for planning and strategic direction rests with G21.
- **Implementation:** Responsibility for implementation is delegated to existing Local Government Economic development structures.
- **Funding:** Additional funding dedicated to implementing the game changes will be provided through G21. This funding will augment existing economic development resources to ensure a focus on the implementation of the Game Changers as well as maintaining existing local government economic development initiatives.
- **Reporting:** Reporting will be via the established G21 Regional Alliance's standard annual reporting requirements. As well as regular updates via the Economic Development Pillar meetings, against identified and acknowledged budget, process and actions.
- **Coordination:** Coordination of different activities is the responsibility of the Economic Development Pillar Chair.



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## 1. Introduction

### 1.1 Background

The G21 region, unlike many regions in Australia, has many strengths and natural advantages that will ensure its growth into the future. The G21 region does not need solutions to problems, but is looking to coordinate and work collectively to deliver a higher level of economic and industry growth. This higher plain of regional economic development will be unattainable if stakeholders work and act independently.

The G21 Economic Development Strategy has identified a series of 'Game Changing' initiatives that represent the most effective use of resources to deliver the desired outcomes for the G21 region. The Game Changers are a series of unique projects with a defined start and conclusion that are identified as the most effective 'first step' to move the G21 region towards its desired future state.

The five 'game changes' identified in the G21 Economic Development Strategy are:

- Completion of the Ring Road with Surfcoast, Bellarine Peninsula, Bannockburn and Colac connections
- Geelong City centre reactivation
- Coordinated delivery of critical infrastructure to support growth
- Globally significant innovation and research centre
- G21 is open for business

Game Changers by their definition and the considerations in their selection are not able to be achieved without a coordinated and collaborative approach or a change from the status quo. Notwithstanding it is expected Local Government should continue with existing economic development initiatives at a relevant level.

***Regardless of the implementation and governance structure a clear and single focus on delivering the Game Changer initiatives and the support of regional stakeholders and organisations will be critical to ensure success.***

### 1.2 Purpose of this Paper

This paper highlights the key requirements for the implementation of the Game Changing initiatives of the G21 Economic Development Strategy and provides an overview of the recommended implementation structure to ensure a swift and efficient start to the economic development process.

The recommended implementation structure was developed following the review and detailed discussion of the pros and cons of a range of implementation options with the G21 Economic Development Steering Committee and Working Group.



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## 2. Commonly Observed Implementation Structures

Commonly observed economic development implementation/ delivery structures broadly include four basic structures:

- **Advisory Board/ Committee:** The advisory board or committee is an informal group of public and/or private sector members that form a group to provide guidance and advice regarding economic development. The board or committee is generally made up of community leaders including members of local government, senior managers of local companies and other community business leaders. There is no formal legal entity but the board or committee usually has a formal or informal charter or agreement to perform its advisory role. The role of the board or committee is to provide advice and guidance regarding economic development issues and individual members may take on minor activities for economic development, including marketing or business development.

Example organisations include:

- Armidale Economic Development Committee

- **Strategic Alliance:** A strategic alliance is usually a formal agreement between multiple jurisdictions to work together for economic development. The alliance does not have a legal entity and is usually bound by a memorandum of understanding or charter that sets out the parameters of the alliance. The alliance can often pool funds for specific activities but usually there is no significant operational budgets and specific projects usually require funding requests from members of the alliance.

Example organisations include:

- Melbourne's South East
- SEQ Marketing Alliance

- **Government Agency:** Numerous government agencies exist for the implementation of economic development across the local, regional, state and national level. These entities are often whole departments that are funded solely by government and report through formal channels regarding their activities or are a statutory authority that has been created for the purposes of economic development/regional development.

Example organisations include:

- South West Development Commission
- Eastern Metropolitan Regional Council

- **Independent Association/ Organisation:** An independent association or organisation is characterised by having its own legal entity, separated from government, usually in the form of a proprietary limited company. This entity is usually responsible for the implementation of economic development strategies (i.e. specific activities to achieve the goals of the strategy) and have annual operating budgets and full-time staff to conduct operations. The funding for the organisation can be fully public sector or include private sector funding as well, often this is done in the form of a joint venture structure. The board of the organisation often includes a mix of public and private sector individuals, usually linked to funding sources.

Example organisations include:

- Leadwest
- Brisbane Marketing
- Penrith Business Alliance
- Greater Washington Initiative



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A summary of the pros and cons of each of these is provided in Table 2.1 below. A fully detailed assessment, including an overview of each of the case study examples presented above, is included as **Appendix A**.

Table 2.1 Pros and Cons of Existing Delivery Structures

| Structure                                                 | Typically Disadvantages                                                                                                                                                                                                                                                                                                                                                                                     | Typically Advantages                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Advisory Board/Committee</b>                           | <ul style="list-style-type: none"> <li>• Accesses private sector leadership and knowledge</li> <li>• Easier accounting and financial reporting</li> <li>• Greater alignment with Council goals</li> <li>• Creates forum for public-private discussions</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>• Must operate under Council bureaucracy</li> <li>• Less flexible than independent models</li> <li>• Depending on governance, can have limited scope and influence</li> </ul>                                                                                                 |
| <b>Strategic Alliance</b>                                 | <ul style="list-style-type: none"> <li>• Simple structure usually agreeable to all members</li> <li>• Creates forum for regional cooperation and discussion</li> <li>• Can have effective lobbying voice to State and Federal Government</li> <li>• Informal structure can allow flexibility and efficient response to issues</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>• Limited commitment from members</li> <li>• Limited buy-in from members</li> <li>• Difficult to tackle big issues</li> <li>• Difficult to affect change and demonstrate results</li> <li>• Places undue stress on existing commitments</li> <li>• Limited funding</li> </ul> |
| <b>Government Agency</b>                                  | <ul style="list-style-type: none"> <li>• Independent government agencies that operate under a CEO/Board structure</li> <li>• More efficient and able to react to issues</li> <li>• Strong ties to Government for policy and funding</li> <li>• Strong structure and foundation</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>• Still a part of government bureaucracy</li> <li>• Limited by Act and formal structure</li> <li>• Funding options are limited</li> </ul>                                                                                                                                     |
| <b>Independent Association/Organisation (Third Party)</b> | <ul style="list-style-type: none"> <li>• Leverages private sector experience</li> <li>• Delivery/outcome focused</li> <li>• Independent</li> <li>• Highly efficient and flexible</li> <li>• Leverages a broader set of skills</li> <li>• Can react quickly to market/issues</li> <li>• Combines public and private sector funding and input</li> <li>• Has significant input from private sector</li> </ul> | <ul style="list-style-type: none"> <li>• Funding can dictate action</li> <li>• Personalities/staff critical to success</li> <li>• Highly visible</li> <li>• Financial reporting required</li> <li>• Governance must be correct to ensure strategic direction</li> </ul>                                              |

Source: AECgroup



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### 3. Meeting the Needs of the G21 Region

***There is no perfect model for delivering economic development.***

It is important to match the service delivery model with an economic development strategy and the unique characteristics of the area. The most appropriate delivery vehicle for the G21 Economic Development Strategy will be the one best suited to delivering the game changer initiatives effectively and efficiently.

The specific implementation needs of the G21 region have been considered against the key characteristics that determine the operating style and attributes of the various implementation vehicles summarised in the previous section (detail in Appendix A).

Detailed discussion with key stakeholders identified the following as the most appropriate for the immediate implementation process for the G21 Region (Table 3.1).

**Table 3.1 Implementation Structure/ Requirements to meet the needs of the G21 Region**

| Component                                         | Operational Arrangement                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic direction/ responsibility</b>        | Broader planning and strategic direction would be provided by the G21 Regional Alliance, with responsibility for the identification and prioritisation of economic development opportunities in the region. Agreement on the priority projects and the order in which they should be implemented would be the responsibility of the G21 Board.                             |
| <b>Operational implementation/ responsibility</b> | The day-to-day implementation of this arrangement would be the responsibility of the economic development offices from each local government. It is anticipated the responsibility (or lead responsibility) would be allocated to different Local Government Economic Development Officers depending on the relevance of the Game Changer initiative to that municipality. |
| <b>Funding</b>                                    | This structure would be funded through local government and possibly through extra commitments from industry stakeholders and member organisations of the G21 Regional Alliance as well as funding sought and secured from the Federal Government. Funding from industry may be difficult to secure until a practical and successful 'track record' is demonstrated.       |
| <b>Reporting requirements</b>                     | The delivery of economic development and the performance of team members would be part of the G21 Regional Alliance's standard annual reporting requirements. Regular (quarterly) progress reports would also be provided.                                                                                                                                                 |
| <b>Coordination</b>                               | Ensuring the efficient coordination and implementation of the Game Changer initiatives and the individual tasks/ activities will be the responsibility of the G21 Regional Alliance Economic Development Pillar Chairperson.                                                                                                                                               |

Source: AECgroup

It is possible, additional funding may be received to provide dedicated resources for the implementation program. However, currently based on limited funding and the current regional aspiration, it is considered most appropriate to leverage the existing and effective economic development/ implementation resources (as provided by each of the Local Governments).

Where additional funding and political appetite exists for the implementation of a dedicated, highly skilled and well resourced economic development individual (or group of individuals) exists, it is likely this individual/ or group will have greater potential to leverage industry funds for the implementation of the initiatives. An overview of a potential structure for this is included as **Appendix B**.





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## 4. Recommendation

Based on consultation with the Working Group and Steering Committee and other key stakeholders it is recommended the following implementation structure for the G21 Economic Development Game Changers is adopted.

- **Strategic Direction:** Responsibility for planning and strategic direction rests with G21.
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- **Coordination:** Coordination of different activities is the responsibility of the Economic Development Pillar Chair.



## Appendix A: Commonly Observed Structures

This section contains a description of common organisational delivery structures used to provide economic development activity in locations around Australia and overseas and case studies which demonstrate their pros and cons. While there are innumerable structures in implementation currently, most fit under one of four broad categories, being:

- Advisory Board/Committee
- Alliance
- Government Agency;
- Independent Association/ Organisation

### Advisory Board/Committee

An economic development board or committee seeks to access private sector leadership through the use of a volunteer board or committee. Members of the private sector join the committee to provide private sector input to the economic development process. Under this model, economic development is provided from within Council, however, the board or committee provides leadership and advice.

#### Case Study - Armidale Economic Development Committee

**Overview:** Informal group of Councillors, private business people and university representatives.

**Governance:** Guidelines involving role and function but no formal structure.

**Operations:** Meets regularly to consider and advise Council regarding economic development issues.

**Funding:** Armidale Dumaresq Council finances meetings (refreshments and provides meeting space).

| Typically Observed Pros                                                                                                                                                                                                                                                                                           | Typically Observed Cons                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Accesses private sector leadership and knowledge</li> <li>• Easier accounting and financial reporting</li> <li>• Greater alignment with Council goals</li> <li>• Creates forum for public-private discussions</li> </ul>                                                 | <ul style="list-style-type: none"> <li>• Must operate under a bureaucracy</li> <li>• Less flexible than independent models</li> <li>• Depending on governance, can have limited scope and influence</li> </ul> |
| <b>Relevance &amp; Implications for G21:</b><br>The G21 region's connectedness and high level of interaction between government bodies and other organisations (such as the Committee for Geelong) means an advisory board or committee is likely to duplicate services already being provided across the region. |                                                                                                                                                                                                                |

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## Strategic Alliance

An economic development alliance is a member-funded organisation that provides advocacy and activities for the benefit of its members. This vehicle is simple and informal, but can suffer from a lack of formal commitment and ability to deliver results or carry out potentially difficult tasks.

### Case Study – Melbourne's South East

**Overview:** Voluntary association of 11 Councils & two utilities.

**Governance:** Memorandum of Understanding between Councils.

**Operations:** Focuses on regional cooperation and strategy and functions as a 'meeting place' for local economic development organisations.

**Funding:** Equally and recurrent funding of \$5,000 per year by each Council.

### Case Study – SEQ Marketing Alliance

**Overview:** Voluntary and informal association of South East Queensland's Councils.

**Governance:** None.

**Operations:** Meet regularly to discuss activity, issues etc. They have discussed joint marketing initiatives but have not yet implemented any projects or initiatives.

**Funding:** None.

| Typically Observed Pros                                                                                                                                                                                                                                                                                                                                                                    | Typically Observed Cons                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Simple structure usually agreeable to all members</li> <li>Creates forum for regional cooperation and discussion</li> <li>Can have effective lobbying voice to State and Federal Government</li> <li>Informal structure can allow flexibility and efficient response to issues</li> </ul>                                                           | <ul style="list-style-type: none"> <li>Limited commitment from members</li> <li>Limited buy-in from members</li> <li>Difficult to tackle big issues</li> <li>Difficult to affect change and demonstrate results</li> <li>Places undue stress on existing commitments</li> <li>Limited funding</li> </ul> |
| <b>Relevance &amp; Implications for G21:</b><br>With the G21 Regional Alliance already in place, adding another alliance would likely duplicate many services and structures already in place. However, the G21 Regional Alliance's mandate is broader than solely economic development, which does present an argument for the value of creating an alliance solely focused in this area. |                                                                                                                                                                                                                                                                                                          |



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## Government Agency

This vehicle is a separate legal entity, which is 100% owned by Council, where Council funds 100% of activities. As a separate entity, an economic development corporation can also access grant funding for activities and provide a platform for significant private sector input. Depending on the governance structure, Council can still retain a high level of control. Economic development corporations provide a very flexible model for conducting economic development.

### Case Study – South West Development Commission

**Overview:** Agency of the Government of Western Australia. Population of 160,000 people.

**Governance:** Statutory authority, Board of Directors

**Operations:** Export promotion. Regional strategic planning and grants for projects that benefit the region. Supports investment attraction and industry development opportunities. Administers the State's Royalties for Regions program for the South West region. Supports the development of communities and small towns and undertakes capital works programs. Works with Local Governments, State Government and industry to grow the economy of the region.

**Funding:** Western Australian Government, with specific projects funded by Local and State Governments.

### Case Study – Eastern Metropolitan Regional Council

**Overview:** Regional Local Government working on behalf of six member Councils. The region has a population of 300,000.

**Governance:** Establishment Agreement approved and signed by all member Councils. It functions as a local government authority.

**Operations:** Waste management, resource recovery, regional development, risk management, corporate services and recycled products.

**Funding:** Revenues from regional waste management services.

| Typically Observed Pros                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Typically Observed Cons                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Independent government agencies that operate under a CEO/Board structure</li> <li>More efficient and able to react to issues</li> <li>Strong ties to Government for policy and funding</li> <li>Strong structure and foundation</li> </ul>                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Still a part of government bureaucracy</li> <li>Limited by Act and formal structure</li> <li>Funding options are limited</li> </ul> |
| <p><b>Relevance &amp; Implications for G21:</b></p> <p>As a region that functions cohesively, the opportunity for creating a Government agency that could oversee development in the G21 region is a strong possibility of being able to deliver economic development. With three levels of Government working together already, the region is well situated to take advantage of this collaboration. The lack of involvement from private-sector expertise is, however, something of an issue, as it may tend to alienate the private-sector, a concern that was raised during consultation.</p> |                                                                                                                                                                            |



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## Independent Association/Organisation

An independent economic development association/organisation usually takes the form of a separate legal entity, normally a proprietary limited company. It allows for both public and private funding to occur and includes strong leadership from the private sector. If a joint venture structure is pursued then Council or G21 funding is only part of the overall budget. This can take a number of forms, including an association, not-for profit organisation, or other business entity. It typically has its own independent board of directors, though Council or G21 usually would have representation on the board. The most significant aspect of this model is the ability to supplement government funds with private sector funding. Private sector funding allows for public funds to be maximised and leveraged for greater results, achieving a 'bigger bang for the buck'.

### Case Study – Greater Washington Initiative

**Overview:** Includes the jurisdictions of Washington DC, Northern Virginia and suburban Maryland. Population of 6.2 million people.

**Governance:** Not-for-profit, public-private partnership, Executive Committee.

**Operations:** Works with regional economic development professionals as a partner to help attract specific targeted projects to the region. Provides assistance when needed to the prospective investor and/or the jurisdiction, serving as the regional broker and setting up local partners. Informs business leaders and site consultants about the benefits and opportunities of the region.

**Funding:** Local Governments, private companies and higher education institutions.

### Case Study – Leadwest

**Overview:** Consists of five Councils in Melbourne's western region, with a population of 580,000 people.

**Governance:** Not-for-profit, limited by guarantee without share capital, board of directors.

**Operations:** Provides leadership to the Councils of Melbourne's west and provides lobbying in relation to issues that are of key importance to the future economic development of the region.

**Funding:** Primarily funded through membership fees. Some sponsorship money is also leveraged.

### Case Study – Brisbane Marketing

**Overview:** Council determines planning and policy, Brisbane Marketing provides implementation.

**Governance:** Independent Company Limited by Guarantee, Board of Directors (9) of private sector business and industry leaders.

**Operations:** Four main work areas include investment attraction, convention and visitor bureau, Queen Street Mall management and tourism.

**Funding:** Considerable funding through Brisbane City Council, partner and membership programs provide private sector funding.

Brisbane Marketing undertakes a wide variety of unique initiatives including international business development and considerable market research.



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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Typically Observed Pros</b> <ul style="list-style-type: none"><li>• Leverages private sector experience</li><li>• Delivery/outcome focused</li><li>• Highly efficient/independent</li><li>• Funding options available</li><li>• Can react quickly to market/issues</li></ul>                                                                                                                                                                                                                                                       | <b>Typically Observed Cons</b> <ul style="list-style-type: none"><li>• Funding can dictate action</li><li>• Personalities/staff critical to success</li><li>• Highly visible</li></ul> |
| <b>Relevance &amp; Implications for G21:</b> <p>The ability of an independent association or organisation to deliver economic development outcomes in the G21 region is perhaps the most promising model, due to the strong desire of the private-sector to be involved and to reduce bureaucracy in development matters. This model would allow the strong collaboration of the region's legislative bodies to continue to operate in their existing manner, but focus on those tasks which have proved problematic in the past.</p> |                                                                                                                                                                                        |







## Appendix B: Alternate Implementation Structure

The hybrid model selects those attributes identified as being most relevant and functional from models examined in Appendix A. This "Hybrid" model provides a level of independence yet does not mean the creation of a separate entity at this time, although could in the future. This model would see the employment of a key Senior Executive, who would be likely to fill a project director role. This person would be tasked solely with the delivery of the game changer initiatives. Respected and relevant private sector stakeholders would be enlisted for each of the game changer initiatives as champions. The Senior Executive/ Project Director is also supported through access to existing economic development resources of the member councils to assist in the implementation of the game changer initiatives.

**Strategic direction/responsibility:** Strategic direction would be provided by the G21 Regional Alliance, with sole responsibility for the identification and prioritisation of economic development opportunities in the region. Agreement on the priority projects and the order in which they should be implemented would be the responsibility of the G21 Board.

**Operational direction/responsibility:** The implementation of the game changers rests solely with the Senior Executive/ Project Director – this is their only task and responsibility, they are not distracted by other priorities. However, their tasks and activities are prioritised each year in response to the needs of the G21 Board. Private sector champions are enlisted to assist with the lobbying and extension effort. Technically the Senior Executive/ Project Director role would report to the CEO of the G21 Regional Alliance, but this would be in terms of oversight, with the G21 Board setting priorities and reviewing progress. Over time, as required, additional resources could be dedicated to the Senior Executive/ Project Director to assist in, coordinating, facilitating and delivering the game changer initiatives.

**Reporting requirements:** The individual would report to the G21 Regional Alliance (and hence the different Local Governments) on an annual basis, with regular (quarterly progress reports).

**Funding:** This position and operating costs would be funded by local government (allocated and likely employed by G21 Regional Alliance). Outside funds from the private sector and other government agencies could also be sought, with this funding going to G21 Regional Alliance for specific activities in the delivery of the game changer initiatives. This structure stands a greater chance to leverage additional industry funds as the private sector would be contributing to specific initiatives, for which they can see outcomes, rather than an organisation.

### Potential Benefits

- Implementation removed from bureaucracy.
- Individual motivated to deliver outcomes.
- Individual not distracted by other tasks.
- Individual selected likely to have significant networks.
- Expanded funding options.
- High level of accountability.

### Potential Difficulties

- Difficulties in leveraging resources through G21 and member municipalities.
- Strongly relies on the executive that is appointed.
- Potential difficulties in attracting the right person, given limited direct resources (i.e. there is no team to direct and the person would rely on other entities for support).





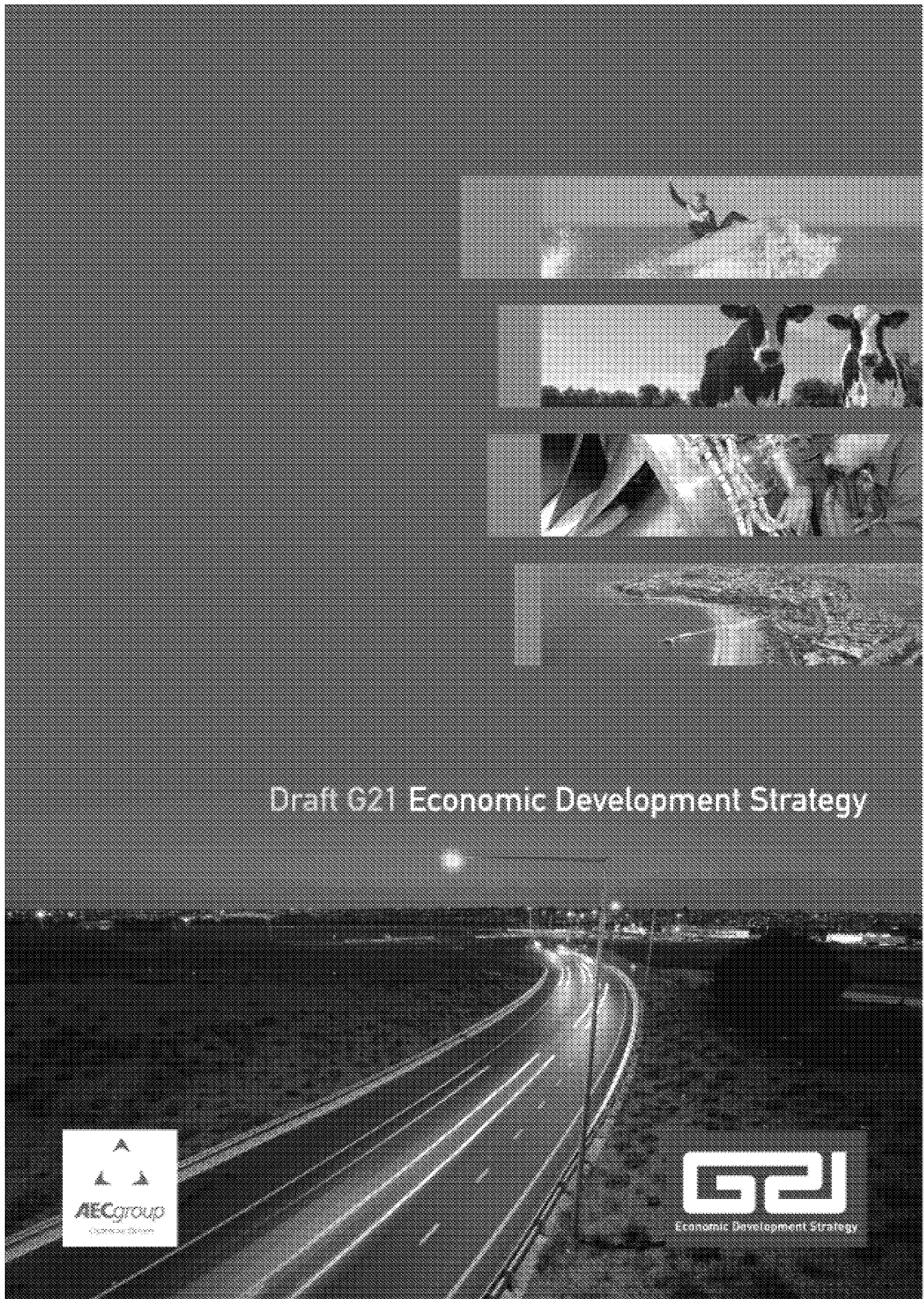
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## Executive Summary

### The G21 Regional Vision

The G21 region<sup>1</sup> is geographically diverse with many communities, businesses, industries and several governments. The Geelong Region Plan, released by the G21 Regional Alliance, contains the following vision statement:

**"In 2020, the Geelong Region is Australia's most desirable destination for living, visiting and investing; it is renowned for its vibrant, cohesive community, exceptional physical environment and vigorous economy."**

This statement has been used as the starting point for developing a picture of the desired future state of the G21 region.

### Key Regional Outcomes

To clearly identify what this vision means for the G21 Region Economic Development Strategy, a wide range of key regional stakeholders were asked to describe what the ideal G21 region of the future looked like to them. Three potential future scenarios were presented to assist stakeholders in framing what the future for the G21 region may look like. These were a 'More of the Same' (Scenario 1), 'Building on Our Regional Strengths' (Scenario 2) and a 'Game Changer' – projects that have the potential to transform the region – (Scenario 3) scenario.

The first two scenarios represent outcomes that are effectively able to be delivered by local government under their current economic development and governance regimes, while the 'Game Changer' scenario represents the outcomes possible if the region focuses its collaborative energies and development activity on key initiatives that have the potential to change the face of the regional economy. Overwhelmingly the regional outcome/ future environment identified as being the most desired was 'The Game Changer'<sup>2</sup> scenario.

Outcomes associated with the 'Game Changer' scenario are described in the table below.

Table E.1. Targeted Future Outcomes for G21 Region

| Attributes            | Outcome of Strategy Delivery                                                                                                                                                              |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Future Population     | 500k+ people                                                                                                                                                                              |
| Labour Force Capacity | New range of skills – individuals are skilled in new areas and industries, with new skills being attracted to the region to assist in broader capability development of the labour force. |
| Economic Diversity    | A diverse economy with a focus on industry with strong flow on effects                                                                                                                    |
| Cultural Activity     | A highly sought after region of choice, attracting attendance from outside the region                                                                                                     |
| Innovation            | Global centre of innovation and commercialisation                                                                                                                                         |
| Infrastructure        | Key strategic infrastructure is planned for and delivered ahead of time                                                                                                                   |
| Governance            | Leading with shared strategic vision                                                                                                                                                      |
| Regional Perception   | Identified and recognised as a region of choice                                                                                                                                           |
| Role and Function     | Provide high-level service centre alternative to Melbourne Central Activity Centre for Victoria                                                                                           |

Source: AECgroup

These stakeholder-identified desired future outcomes provide a clear direction for the Economic Development Strategy and help identify key areas to focus economic development initiatives within the G21 region. The success of the G21 Region Economic Development Strategy will be measured by its progress toward and delivery of these outcomes.

<sup>1</sup> The G21 region includes The City of Greater Geelong, Surf Coast Shire, Colac-Otway Shire, Golden Plains Shire and the Borough of Queenscliffe

<sup>2</sup> "Scenario 1 – More of the Same" and "Scenario 2 – Building on Our Strengths" both have valid economic development pursuits, however, the "Scenario 3 – Game Changer" approach captured the virtually unanimous desire across all stakeholders engaged in this study for the G21 region to do more than just stay the same or to leverage the many obvious strengths of the region.



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## **Strategy Toolbox**

To assist in the delivery of the Game Changer scenario, a series of strategic initiatives were developed as a 'toolbox' for economic development practitioners to use on a day-to-day basis.

The strategies outlined below are the things that need to be done every day, now and in the future, across all levels of government, to ensure strong economic outcomes are efficiently, effectively and consistently delivered for the G21 region:

- Attracting investment;
- Encouraging innovation;
- Skilling individuals;
- Changing perception; and
- Securing funds.

Many of these strategies have synergies with one another and reinforce each other to provide better outcomes. They have been organised in a fashion to keep tasks and activities distinctly separate but to encourage the natural overlap between them when being used to implement development initiatives. These strategies work well together and create a self-reinforcing framework that will increase the competitiveness of the region and assist its future economic development.

These strategies tie in with, and rely on, the levers and mechanisms available to local and state governments (i.e. advocacy, facilitation, investigation, policy and planning, service provision and direct investment). When effectively implemented, these strategies provide key stakeholders with the ability to affect beneficial change on the prevailing economic development and investment environment of the G21 region.

## **The Game Changers**

The G21 region, unlike many regions in Australia, has numerous strengths and natural advantages that will ensure its growth into the future. The G21 region is not looking for solutions to problems, but looking to coordinate and work collectively to deliver a higher level of economic and industry growth, which is unattainable if stakeholders work and act independently.

Identifying those initiatives that represent the most effective use of resources to deliver the desired outcomes for the G21 region is effective economic development. Development initiatives were considered as Game Changers if they:

- Are able to deliver distinct and lasting regional benefits with a catalytic effect on the broader region;
- Cannot be readily implemented by local government or require cross-government collaboration and intervention;
- Lead to further significant direct investment; and
- Have the potential to address regional issues/change perceptions.

The Game Changers are a series of unique projects with a defined start and conclusion that are identified as the most effective 'first step' to move the G21 region towards its desired future state.

The Game Changers should not be considered in isolation or as a prioritised schedule of works. Each of the Game Changers relates to the others and provides support and direction for the region overall. For example, coordinated delivery of critical infrastructure to support growth will underpin and provide an evidence-base for the movement of goods and people for all future development in the G21 region. The initiative to make the G21 region a hotspot for the generation of knowledge and innovation will both support and require the reactivation of Geelong CBD. Similarly, the completion of the ring road, beyond facilitating the latent tourism-development potential of the region, will provide access to the high-amenity real estate of the Surf Coast which could be the deciding factor in attracting high-level research talent for innovation and research. The "open for business" initiative will assist the delivery of key components of all the Game Changers.



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#### Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac Connections

##### What is it?

**Extension of the Geelong Ring Road to Torquay, another river crossing to the Bellarine Peninsula and completion of the Ring Road network. The development will provide an uninterrupted route to Torquay. This infrastructure will facilitate access to future employment nodes and provide agribusiness with more efficient access to markets and provide a definitive start/ gateway to the Great Ocean Road. This would also serve as the gateway to the surf culture of the Torquay and Bells Beach area.**

##### What it will deliver

The development of this road infrastructure will facilitate not just the anticipated growth of the region's tourism visitation from 7 million people to over 10 million people down the Great Ocean Road, it will also unlock the investment potential of the region and create activity and destination nodes. The combination of a new high-speed link around Geelong, improved timing and access from Melbourne and opportunities for investment through proactive planning, will stimulate investor interest and generate new and untapped markets for the southern area of the G21 region.

Other regionally-significant benefits include the removal of a significant degree of traffic and freight through the CBD of Geelong City, which will strongly contribute to the Geelong City Centre Reactivation Game Changer. The infrastructure will also facilitate efficient access for regional production activities (e.g. agriculture and forestry) to market.

This infrastructure will further enable the development of the globally significant tourism sector based around world's best practice eco-tourism and the reputation of the Torquay/Bells Beach area as the home of Australian surfing. Without this leading infrastructure investment, the full potential will not be realised.

##### Why it is needed

This Game Changer will:

- Improve access to Melbourne for existing and potential residents and business, letting people know the G21 region is only 40-60 minutes from Melbourne;
- Facilitate the transition of the Great Ocean Road from visitation of 7 million tourist visits per year to 10 million and unlock eco-tourism potential from the Bellarine Peninsula to Colac-Otway;
- Provide the alternate route for east west traffic through Geelong to facilitate the city re-activation;
- Reinforce the brand of Torquay as both the home of Australian surfing and the start of the Great Ocean Road;
- Provide accessibility to the employment precincts of Armstrong Creek; and
- Facilitate Agri-business growth with enhanced routes to market.

#### Geelong City Centre Reactivation

##### What is it?

**The development of high-density residential space in Geelong CBD to assist in the reactivation of the city centre, grow further advanced service activities (including opportunities for state and national business headquarters), provide culturally diverse lifestyle options for the G21 region, and lead reinvestment in retail and commercial space in the CBD. This activity will also consider and support the reactivation and development of the Corio/ Norlane precinct.**



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#### *What it will deliver*

Increasing the density of residential space in the Geelong CBD will create demand for cafes, bars, art galleries and cultural facilities, which will provide economic and lifestyle benefits and lead to reinvestment and rejuvenation of existing retail and commercial space. Ultimately, this residential density will deliver a commercial and socially interactive heart for the City of Greater Geelong and the G21 region.

A vital CBD is typified by high volumes of foot traffic, range and diversity of housing options, high quality shopfronts with a broad retail offering, a commercial heart, effective management of car traffic (i.e. removing car/ pedestrian interface issues) and the presence of places where diverse groups of people can interact comfortably. While there is likely to be an increase in foot traffic due to planned commercial investments and the Deakin commitment to grow student numbers at the waterfront campus, the addition of high-density residential space in the CBD is critical for building and embedding vibrancy.

The proposed convention and exhibition centre and cruise ship facility are an essential part of the revitalisation of Geelong City, are fundamental to the growth of the broader G21 region and will be advanced under this Game Changer initiative. Facilities such as these will contribute to diversification of experiences for locals and visitors alike.

A vibrant culturally diverse central city will present a genuine alternative to capital cities for state and national business and organisational headquarters.

Urban living in Geelong CBD also represents an opportunity for the G21 region to provide a full suite of lifestyle options to existing and potential residents, as well as strong spill over benefits for those visiting the Geelong CBD.

#### *Why it is needed*

This Game Changer will:

- Reactivate key retail areas of Geelong CBD;
- Increase residential CBD demand to a level that can support further diverse cultural facilities;
- Provide a wider variety of lifestyle options for existing and potential residents;
- Provide spill over benefits and facilitate development opportunities for surrounding precincts such as Corio and Norlane;
- Increase the cultural 'face' of the G21 region to support ongoing population growth;
- Leverage the increased foot traffic from Deakin's growth in Waterfront Campus students; and
- Deliver a very clear message of a G21 region that is 'open for business'.

### **Coordinated Delivery of Critical Infrastructure to Support Growth**

#### **What is it?**

**An integrated plan to accelerate the delivery of critical infrastructure in a coordinated manner for the long term growth and economic prosperity for the G21 region. This development will provide direction for future regional development and reduce the risk of future unforeseen issues.**

#### *What it will deliver*

Developing a strategy for the delivery of reticulated services, communication, infrastructure, transport and logistics, port and air services across the G21 region will provide the region, each of the Councils within it, as well as the Victorian and Commonwealth Governments, with a clear strategic vision on which to build a showcase for sustainable planning.

Conducting this planning now will provide efficient and effective infrastructure delivery and ensure any future development is performed with the needs of the region in mind.



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This approach will include communication and data management infrastructure to guide investment in this key enabling sector.

Infrastructure masterplanning will direct the clear and effective interface of all key transport infrastructure (i.e. port, rail, air, road), reticulated services and communications infrastructure over the next 20-30 years and beyond.

#### *Why it is needed*

This Game Changer will:

- Provide direction for all future regional development;
- Greatly reduce the risk of development causing unforeseen issues; and
- Establish the G21 region as a best-practice planning area.

### Globally Significant Innovation & Research Centre

#### **What is it?**

**The establishment of the G21 region as a hotspot for the generation of knowledge and innovation that creates shared value and generates worldwide recognition. This initiative will reinforce and better coordinate the significant world class research that is already progressing in various institutions and firms across the G21 region.**

#### *What it will deliver*

The intent of this Game Changer is to leverage the substantive existing research capabilities of the region in the CSIRO, Deakin University, Barwon Health, Department of Primary Industries facilities at Queenscliff, and a very innovative manufacturing sector, with a view to enhancing the co-ordination between these research efforts and providing accelerated commercialisation opportunities. These initiatives will also present the opportunity for exposure to the process of innovation throughout the education system. The region has enjoyed the benefits of world class research and education facilities for many years, however, the evidence of commercialisation and entrepreneurs growing businesses out of this research capability is limited.

This Game Changer would include a precinct or virtual precinct which attracts innovative ideas and proactively responds to local and regional industry needs. Existing research organisations will form the initial cornerstone of the precinct and the creation of a culture of innovation, combined with the capabilities and environment that the centre would create, will provide the initial nucleus from which considerable organic growth across the G21 region will occur.

Coordinated, commercial and worthwhile research that leverages the unique capabilities and builds on existing platforms, will generate considerable knowledge and create a distinct environment in the G21 region that will attract investment and employment.

The enhanced coordination and commitment from existing major players in research fields will lift the profile of Geelong and the G21 region as a place to do business in each research field and will assist in attracting major new participants both in the public and private sector.

#### *Why it is needed*

This Game Changer will:

- Reinforce and better coordinate the significant world class research that is already progressing in various institutions and firms across the G21 region;
- Position the G21 region as an innovation and research hotspot;
- Attract world-class research talent; and
- Expand opportunities to leverage the high-end manufacturing capabilities of the G21 region.



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## The G21 Region is Open for Business

### What is it?

**Proactive leadership and a culture of investment focused strategic and regulatory processes, which will, in itself, significantly assist in growing existing and attracting new business to the G21 region.**

### What will it deliver?

As Australia, across all its States and jurisdictions, struggles with the difficulties associated with regulatory approvals and agreement across strategic objectives, the G21 region, as an interconnected and highly networked region, has an opportunity to brand itself as 'the' place to do business. As industry and businesses change with the challenges of the digital age, they are becoming more transferrable yet more discerning in their locational decisions. The softer issues of timeliness of approvals and the welcoming of investment and an entrepreneurial spirit have the potential to set the G21 region apart. The G21 region, municipalities, its servicing agencies/authorities and regional representatives of the other tiers of government have the opportunity to market the region as a place to do business and, therefore, change the age-old perception of Geelong nationally as an industrial city.

### Why It Is Needed

This Game Changer will:

- Brand the G21 region as a place where development is facilitated and welcomed;
- Drive investment through attracting new industries and players to the region;
- Provide accurate information to inform investment; and
- Plan and facilitate infrastructure provision in accord with demand.

As the competition for investment across Australia grows for both public and private sector investment the G21 region has to distinguish itself as a preferred area for investment. This game changer is necessary to provide a competitive platform for Geelong City to market itself in the broader Australian and international market. Geelong has a perception nationally as a manufacturing city, with the reality of the diversity of the economy and the enormous offer of the region simply lesser known nationally. This perception needs to be changed and a proactive approach in relation to facilitating those that show interest in investment and commit to the region is essential.

With the region courting significant population growth with Armstrong Creek and other major growth across the region (with further growth anticipated under the G21 regional land use plan) a proactive approach to attracting local jobs for this expanding population is required.





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## 1. Introduction

### 1.1 Background

The G21 region comprises The City of Greater Geelong, Surf Coast Shire, Colac-Otway Shire, Golden Plains Shire and the Borough of Queenscliffe. The G21 region is also known as the Barwon region. Its major centre is Geelong, Victoria's second largest city, which is 75 kilometres south west of Melbourne.

The G21 region has undergone significant change from a major heavy manufacturing centre over the last 15 years, with the region diversifying into higher technology manufacturing, healthcare and education. This has been key to the region moving through the difficult transition of Australia's manufacturing sector faster than most regions. This successful diversification has been made possible through the strongly collaborative nature of the region, which has delivered strong growth and stabilisation of the economy and while there remain some pockets of disadvantage and underutilised labour, there are many opportunities to address these in the years to come.

Opportunities to grow the economy abound in the G21 region. These opportunities represent a platform for existing industries to grow and for new business and industries to enter the regional market and compete on a global basis. Active and conscious pursuit of these opportunities will allow the G21 regional economy to become more diverse and allow the region to realise its desired economic future.

Of critical importance is the focusing of economic development efforts. In a region as diverse as the G21 region, these initiatives will almost certainly be packages of work, rather than a series of single standalone projects. This will leverage the collaborative spirit across the region – which is demonstrated by organisations such as the G21 Regional Alliance. Fragmentation of pursuits and initiatives or selection of individual projects without supporting bodies of work will result in less than optimal outcomes.

Being located close to Melbourne presents unique opportunities to the G21 region. The rapid expansion of Melbourne's western fringe, rather than diminish the G21 region's strengths, brings them into sharp focus. The time is right for the G21 region to embrace growth and the collaborative spirit between the Australian, Victorian and local governments. Business and the community provide the footing for it. The necessary systems and attitudes are in place to deliver growth and significantly improve economic circumstances smoothly and effectively.

### 1.2 Project Objectives

The objective of the G21 Region Economic Development Strategy is to provide clarity around the key initiatives that are most critical in driving beneficial socio-economic growth for the region. Specifically, the objective of G21 Region Economic Development Strategy is to:

- Prioritise new and existing economic development opportunities;
- Identify opportunities that will lead to an increase in wealth, prosperity and regional standards of living;
- Identify the genuine competitive advantage of the G21 region;
- Produce a compelling and evidence-based map showing how to 'build value' into the G21 regional economy; and
- Provide advice on the most appropriate governance model to implement the strategy.

Beyond the project terms of reference there is a requirement to develop a series of strategies to support economic development beyond the life of this document. These are embodied as a "**Strategy Toolbox**". The strategy toolbox is designed to support the short term actions identified as being most critical in delivering economic growth and prosperity for the G21 region into the future as well as other actions into the future.

The economic development initiatives identified in the G21 Region Economic Development Strategy should focus on outcomes not readily delivered by government or business/ industry working independently, but those which can be delivered with



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coordination of effort and intervention. This approach is designed to leverage the collaborative and positive environment of the G21 region.

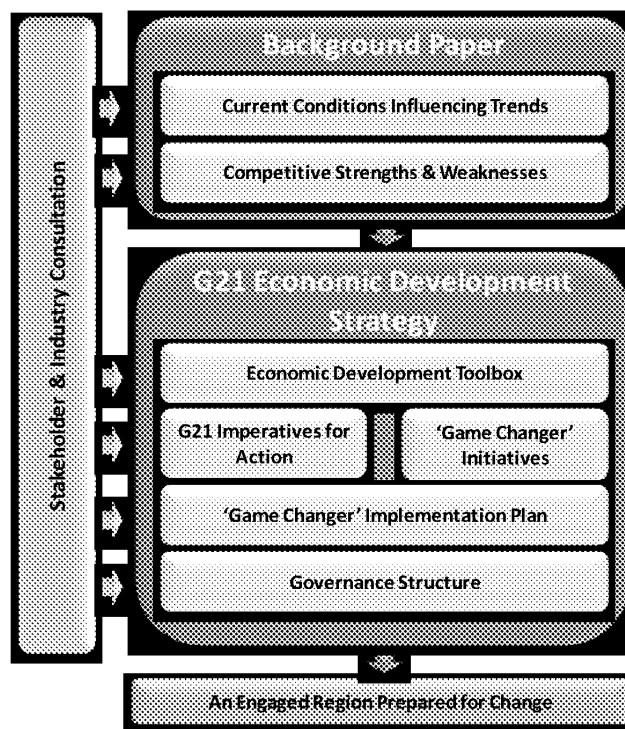
### 1.3 Development Process

A detailed literature review and data analysis process informed an extensive engagement and consultation program with key local and regional stakeholders. This process allowed the identification of the G21 region's competitive and comparative strengths that could or should be leveraged, as well as those areas of weakness that should be mitigated or guarded against. From these strengths and weaknesses, further consultation identified those standout initiatives most able to significantly contribute to the economic development and growth of the G21 region.

The economic development strategy takes the key regional imperatives for action and identifies the packages of work (Game Changers) which are most likely to deliver significant and lasting beneficial change for the G21 region. The Game Changers are neither the easiest nor necessarily the most obvious paths to development but are those that have been identified as the most effective.

**Figure 1.1** outlines the process employed in the development of the G21 Region Economic Development Strategy. This process included two main outputs, the *G21 EDS Background Paper* and the *G21 Region Economic Development Strategy* (this report).

Figure 1.1 Project Process



Source: AECgroup



## 2. Current Context

This chapter provides an overview of the prevailing socioeconomic conditions, infrastructure and key competitive strengths and weaknesses of the G21 region and summarises much of the information contained in the **G21 EDS Background Paper**. Each of these subsections highlights the key imperatives for action in relation to the G21 region's economic development task.

### 2.1 G21 Regional Socioeconomic Characteristics

The people of the G21 region are, and will continue to be, one of the region's key drivers of growth and development. For this reason, identifying demographic characteristics is not just an exercise in statistical analysis of a region, but an investigation of its history and future potential. The G21 region is a growing region, which means the picture of its demographic and socioeconomic makeup is likely to change in the coming years. These changes will present opportunities as well as challenges for future development. Key socioeconomic characteristics of the region and their historical trends provide valuable indications of potential competitive strengths and challenges in the future and are examined below.

**Aging Population:** With the aging of the baby-boomer generation, Australia's population is getting older. In addition to this trend, the G21 region has a generally older population relative to Melbourne SD, due to larger proportions of elderly residents and smaller proportions of 20-44 year olds. As 20-44 year olds represent a key component of the working age population, the dependence ratio of the G21 region is likely to increase relative to Melbourne SD<sup>3</sup> in the future. Some key statistics around the growth and aging of the region are shown in **Table 2.1**.

**Education & Qualification:** The education and qualification levels and types in a region play a large role in determining the competitive strengths and opportunities it should pursue for growth. The G21 region has a generally lower level of education compared to Melbourne SD with half as many residents holding postgraduate qualifications and 40% more residents reporting year 10 as their highest level of qualification. However, the G21 region does have competitive advantages in education and qualification with its strong trade-skill base with a higher proportion of workers holding certificate level qualifications than Melbourne, a reflection of the region's strong manufacturing heritage. Utilising this skill base and augmenting it with higher qualifications will be key for developing high value-added employment in the region.

**Employment:** The G21 region has higher unemployment than Melbourne SD, with an unemployment rate of 5.9% in June Quarter 2011 compared to Melbourne's 4.8%. While high unemployment is never a desirable outcome for a region, the availability of residents who are seeking work in the G21 region does indicate a capacity that is yet to be realised in the economy. The unemployment rate in the G21 region increased by 0.5 percentage points compared to Melbourne's 0.6 percentage point decrease in the year to June 2011. While the unemployment rate is generally higher across the region, it is important to note that within the G21 region there are areas of disadvantage, with clustering of higher unemployment and low education levels in certain sub-regions (particularly Corio, which has a third of the region's unemployed residents).

Table 2.1 Summary of Regional Socioeconomic Statistics - G21 Region & Melbourne SD

| Indicator                         | G21     | Melbourne |
|-----------------------------------|---------|-----------|
| <b>Population</b>                 |         |           |
| 2011                              | 294,529 | 4,142,514 |
| 2026 (Vic In Future)              | 359,374 | 5,073,089 |
| % Average Annual Growth 2011-2026 | 1.30%   | 1.40%     |

<sup>3</sup> The dependency ratio is the ratio of children and elderly residents versus working-age residents.

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| Indicator                                                    | G21         | Melbourne    |
|--------------------------------------------------------------|-------------|--------------|
| <b>Gross State/Regional Product</b>                          |             |              |
| 2009-10 (\$M)                                                | \$12,472.40 | \$221,131.90 |
| Manufacturing                                                | \$2,344.20  | \$29,096.90  |
| Rental, Hiring & Real Estate Services                        | \$1,547.10  | \$22,679.80  |
| Health Care & Social Assistance                              | \$903.30    | \$12,295.30  |
| Retail Trade                                                 | \$730.10    | \$9,812.10   |
| Education & Training                                         | \$689.30    | \$10,100.70  |
| Value Added/Employee (\$M)                                   | \$0.12      | \$0.13       |
| <b>Labour Market</b>                                         |             |              |
| Employed Persons (Jun Qtr 2011)                              | 140,190     | 2,137,600    |
| Unemployment Rate (Jun Qtr 2011)                             | 5.9%        | 4.8%         |
| Change 2010-11 <sup>(a)</sup>                                | 0.5ppt      | -0.6ppt      |
| <b>Dependency Ratio (Working Age/Dependents)</b>             |             |              |
| 2011                                                         | 54.70%      | 45.50%       |
| 2026                                                         | 66.50%      | 53.20%       |
| Change 2011-2026 <sup>(a)</sup>                              | 11.8ppt     | 7.7ppt       |
| <b>Household Characteristics (2006)</b>                      |             |              |
| Avg. Household Size (persons)                                | 2.5         | 2.6          |
| Avg. Weekly Family Household Income                          | \$1,272     | \$1,497      |
| Avg. Weekly Non-Family Household Income                      | \$628       | \$812        |
| <b>Qualifications (2006, % of persons aged over 15years)</b> |             |              |
| Postgraduate                                                 | 1.00%       | 2.10%        |
| Graduate Diploma/Certificate                                 | 1.00%       | 1.30%        |
| Bachelor Degree                                              | 6.40%       | 9.30%        |
| Diploma/Certificate                                          | 17.00%      | 14.10%       |
| Year 12                                                      | 24.00%      | 31.50%       |
| Year 10 or below                                             | 36.00%      | 26.20%       |
| Did Not Attend/Not Stated                                    | 14.50%      | 15.50%       |

Note: (a) ppt = percentage point

Source: (ABS, 2007), (ABS, 2011), (Dept of Planning & Community Development, 2008), (REMPLAN, 2011)

#### Strengths and weaknesses:

The unique socioeconomic characteristics of the G21 region represent both strengths to leverage and obstacles to overcome. The socioeconomic strengths the region can leverage in order to generate good livability outcomes include:

- Strong forecast population growth;
- Affordable residential land and housing;
- Strong manufacturing skill base;
- Desirability for families (particularly young families); and
- Strong sense of community.

However, along with these strengths there are also a number of socioeconomic factors that could negatively impact the region if they are not adequately addressed, including:

- Outward migration of young residents;
- Aging population and increasing dependency rate;
- Potentially misplaced perception of the region as an industrial, manufacturing hub;
- Lack of cultural and recreational activity in Geelong CBD; and
- Low levels of tertiary and post-school qualifications compared to Melbourne.



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There is very significant economic, labour force and population growth planned, which will deliver a major addition to the population of the region. The recommendations from this strategy are intended to focus effort on delivering opportunities in education, employment, and an entrepreneurial spirit which will deliver positive significant change in these characteristics of the region.

## **2.2 Infrastructure**

Infrastructure provides the pathways for goods, services, information and people to move into and through a region's economy. More than simply roads and railways, infrastructure can also be 'soft' infrastructure such as cultural facilities and spaces for community interaction.

### **2.2.1 Transport**

#### **Airport**

The region is well served with a domestic airport in Avalon. There are opportunities to grow this airport in terms of the domestic services delivered, and further utilisation of the facility for international flights. There are currently hurdles in addressing these, which the region will need to focus on in order to take full advantage of this asset.

The general aviation (light aircraft) facilities in the region are underprovided for, and the Geelong Regional Airport Feasibility Study undertaken by the State government in recent times highlights the opportunity to grow this sector of the aviation industry in the region.

#### **Port Facilities**

The Geelong Port is a relatively busy bulk and break bulk port, with modern wharf facilities, serviced in part by rail. However, there are gaps in this infrastructure, as there is with the road infrastructure which provides access through to the port and adjacent arterial links.

The shallower channel of Corio Bay also presents challenges to the Port operation.

#### **Rail Infrastructure**

The region enjoys broad gauge rail services through to the west of the region and through Geelong, with standard gauge rail servicing Geelong through to the Golden Plains municipality. Significant investment in recent years in passing loops and the like have provided for further utilisation of these facilities, however, there are gaps in the network.

The work initiated by the State government in relation to investigating the reopening of a Ballarat to Geelong passenger service, and rail connection into Avalon Airport are major initiatives for the region in respect to rail infrastructure.

The intermodal potential for the region is significant given the interface between both gauges of rail, and major road infrastructure, however, this remains uncertain. The realisation of the G21 region's potential requires a further level of detailed planning in order to progress the opportunity across the entire region. Intermodal opportunities extending through to Colac in the west of the region and obviously focusing on the standard gauge around Golden Plains Municipality and the City of Greater Geelong are key in this.

#### **Road Infrastructure**

The northern connection with Melbourne is a limiting factor with heavy traffic on the Westgate Bridge during morning commutes a continuing problem for the G21 region based workers. Further, there are major additions required to the road infrastructure across the region, particularly in respect to the completion of the Ring Road network to service the southern and Bellarine Peninsula sections of the region, the delivery of the duplicated Princes Hwy to Colac, and the challenge in the rural road network to deliver produce from farm gate to market.

East-west traffic through central Geelong servicing the Bellarine Peninsula is a challenge to the pedestrianisation of central Geelong, which is a major part of the reinvigoration plan for the heart of the region. This also affects Colac Otway, in relation to their dairy industry, Golden Plains in respect to the intense animal husbandry, and the region generally in respect to broad acre produce.





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### **Passenger Transport**

The G21 region has strong transport and infrastructure with an appropriate capacity to service the existing population and expected growth in the short to medium term. Geelong's Ring Road is a significant transport infrastructure asset, which facilitates easier access to and from Melbourne for the southern areas of the G21 region, but it also has potential to facilitate greater economic development opportunities if it were to be extended.

Transit passenger services via the Geelong to Melbourne rail link are currently under significant pressure with overcrowding due to limited services at peak times. This will be addressed in part with the planned provision of the regional rail express, which will provide for additional capacity for V-Line trains to service Geelong without competing with the metropolitan system. However, there will be a necessity for further work in Geelong to address the single line tunnel through the central part of Geelong. Overcoming this will necessitate the stabling facility being moved west of the city's growth corridor in Armstrong Creek to facilitate peak services feeding off from this western location.

Bus services have recently been significantly augmented across the city, which has resulted in a major patronage increase. However, there is still room for improvement in the coverage of the bus network and frequency to lift the public transport offering across the region.

## **2.2.2 Utilities**

### **Water and Sewerage**

The region is well serviced by Barwon Water in respect to the key infrastructure of water and sewerage, and Barwon Water has been innovative in addressing the challenges of the recent drought via the use of aquifers to supplement traditional catchments. Further, Barwon Water have committed to an unprecedented capital works program to augment infrastructure generally to provide for major growth. The challenge presented by growth will continue for this major servicing authority in servicing existing planned growth as well as long term growth, which will be in some instances beyond the reach of existing infrastructure and treatment facilities (sewerage treatment).

Further challenges for Barwon Water are presented in relation to the provision of water supply for intensive animal husbandry and other industries located in the rural hinterland of the region.

### **Gas and Electricity**

The region is reasonably well serviced with reticulated natural gas services. The extension of the network to service other townships will be an important economic development facilitator.

There are significant capital works required to augment electricity facilities to provide for the planned growth of the region.

Similarly, in respect to water and sewerage services, the gas and electricity providers need to work very closely with the G21 region's municipalities in providing for planned growth and for the long term infrastructure provisions as the population across the region continues to expand along with business and industry growth.

### **Information, Communication and Technology Infrastructure**

Optic fibre connections are limited in the region with the major connections extending to Geelong, with the transact (formally network cable) supplementing the NBN fibre network. There are other fibre and wireless communication systems across the region that are controlled primarily by single entities.

The region is not well serviced as a whole from an ITC perspective and an early delivery of a broad roll out under the NBN framework would substantially enhance the region as a place to work from and invest in. This will be a necessary focus of the economic development efforts of the region moving forward.



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### 2.2.3 Social, Tourism & Recreation

#### Community and Cultural Infrastructure

Cultural infrastructure provides a region with vital development opportunities that provide improvements to liveability and quality of life. There are many social and cultural infrastructure assets in the G21 region, such as health and education facilities, the Geelong Performing Arts Centre (GPAC) and other elements of the Geelong Cultural Precinct. However, overall community, social and cultural infrastructure in the region are considered by many to be lacking. Addressing this infrastructure and perception gap is essential in developing and maintaining a vital CBD in Geelong and broader region

#### Sporting Infrastructure

Major sporting assets, such as Skilled Stadium, service the region well, and there has been significant investment in recent years at the grass routes sports level. Gaps identified in existing infrastructure are around boating, recreational fishing, and the sporting pursuits beyond the traditional football, netball, cricket and tennis. There is an identified need for the more diverse sporting pursuits to be provided for to support a sophisticated region as it grows and develops.

#### Tourism Infrastructure

Tourism infrastructure is predominantly of a niche nature across the region with limited major attraction/ accommodation facilities to service a region that continues to grow and develop its attractiveness and visitation. The need for major convention facilities to accommodate the emerging market in this sector and major additional accommodation supporting facilities has been identified in the recent infrastructure and services analysis developed for Geelong Otway Tourism (Urban Enterprises, 2011).

#### Strengths and weaknesses:

Infrastructure is one of the foundation stones of economic development. The strengths of the G21 region from an infrastructure perspective include:

- Good existing transport infrastructure;
- Port, airport, rail and national highways all within close proximity of a major population base;
- Geelong Ring Road;
- Strong connectivity and supply of gas, power and water; and
- First class education and health infrastructure.

The infrastructure obstacles to overcome are:

- Relatively poor public transport across the region and particularly serving key assets such as Geelong CBD and Waurin Ponds Campus of Deakin University;
- Lack of strategic planning to direct future development relative to infrastructure;
- Constraints to consolidated development within Geelong CBD;
- Lack of community and cultural infrastructure in Geelong CBD;
- Lacking enabling ICT infrastructure to provide high-end design and manufacturing;
- Shallow port channel; and
- State and Federal policy limiting port and airport options for growth.





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## 2.3 External Influencing Factors

The G21 region operates and competes in a global marketplace – exposing it to a variety of influencing factors beyond the control of government or the private sector. Considering the external factors that may influence and impact on the potential development of the G21 region is critical to developing a realistic and effective economic development strategy. These factors include:

**Climate Change & Security of Supply:** The G21 region is exposed to the impacts of climate change<sup>4</sup> on a number of fronts, with the potential rising sea level a concern for coastal regions and the impacts to weather, water availability and temperature change of particular concern to the agricultural areas away from the coast. Like most regional areas, the G21 region, and in particular its more rural areas, is also exposed to the potential impacts of peak oil<sup>5</sup>, with a high dependence on private motor vehicles for transport and road freight for movement of agricultural production. The ability of all residents to access power and water at a fair and reasonable cost will play an important role in future planning and development, and work being conducted by Barwon Water to safeguard against water shortages in the future represents good strategic development for residents.

**Shift to knowledge and advanced manufacturing:** The decline of traditional manufacturing in Australia<sup>6</sup> has affected the G21 region in several very visible ways, most notably the scaling back of major manufacturing operations (for example, the Ford plant). Despite this, a vibrant manufacturing sector remains in the region, having shifted to higher technology production and more niche products. Manufacturing is a key contributor to the G21 regional economy, with a significant skill base and a high level of innovation.

**High Exchange Rate:** The relative strength of the Australian dollar on world currency markets has been detrimental to manufacturers across Australia and the G21 region. The strength of the dollar also impacts heavily on other major industries in the G21 region such as tourism and agriculture.

**Skills Shortage:** Businesses across Australia have reported increasing difficulty in finding skilled workers – a difficulty also found in studies conducted in the G21 region (Department of Education, Employment and Workplace Relations, 2011). In Australia shortages have been largely felt across the occupations of technicians and trades people, with lessened but still noteworthy impacts on professional vacancies, particularly in respect to health services, from 2009-10 to 2010-11. The G21 region is exposed to skills shortages as it has a high proportion of residents employed in technical and trade based occupations. However, the continued strength of manufacturing in the region also presents opportunities to provide technical support to regions experiencing skill shortage in these fields.

<sup>4</sup> Scientific consensus presently considers the use of fossil fuels, intensive agriculture and land clearing to be causing atmospheric levels of greenhouse gases (i.e. carbon dioxide) to rise above natural levels and alter climatic weather conditions as a result, resulting in the phenomenon known as climate change (IPCC, 2007). In Australia, average temperature increases of 1°C are likely by 2030 together with changes in rainfall patterns and the frequency and/or intensity of extreme weather events such as drought and severe storms (DCCEE, 2011). Efforts currently being made across Australia and the globe to combat climate change include the use of renewable energy sources to replace traditional fossil fuel-powered plants (with fossil fuel powered energy production accounting for over a quarter of greenhouse gas emissions), implementing carbon taxes or trading systems to limit the emission of carbon dioxide (DCCEE, 2011).

<sup>5</sup> Peak oil refers to the concept that world oil production has reached, or is about to reach peak production capacity. After this peak is reached, the cost of oil and petroleum products will increase markedly, as demand increasingly outstrips supply. Petroleum is currently essential for most facets of Australia's community life and economic systems as well as for transport (Akehurst, 2002).

<sup>6</sup> Whilst the Australian manufacturing sector has continued to expand over recent decades, its growth has been overtaken by the services sector. A number of factors have contributed. Outsourcing manufacturing operations to offshore centres, where labour and other operating costs are cheaper, has been popular amongst manufacturing businesses. As the services sector has expanded, some manufacturers have outsourced their servicing needs domestically. In addition, research has found that Australia, alongside most "advanced" nations, has experienced a fall in demand for manufactured goods compared to other goods and services (Australian Productivity Commission, 2003). Employment in the manufacturing sector has also decreased with declining demand for goods being coupled with an increasing number of Australians gaining university qualifications. Australian Statistical data indicates that more university qualified Australians are employed in the services sector than the manufacturing sector.



**Strengths and weaknesses:**

The G21 region is fortunate in that its well diversified economy lessens its exposure to external risks, with competitive strengths such as:

- Production of a variety of foodstuffs locally;
- Food processing and manufacturing skills and assets;
- Large proportion of technically skilled labour;
- Strong manufacturing and technological base;
- Existing renewable energy projects and assets based in the region; and
- Strong water infrastructure and future planning for regional centres.

The region is also exposed to security of supply issues in the following ways:

- Power generation and smelter operations exposed to carbon pricing;
- High employment in industries which are impacted by exchange rates;
- Exposure to industry sectors with high levels of competition for skilled staff;
- Lack of water infrastructure for agribusiness and new industries in regional areas; and
- Coastal regions exposed to rising sea levels presenting investment uncertainty.

## 2.4 Competitive Assessment

Substantiating the specific sustainable competitive advantage offered by the abovementioned matters would present a significant body of work in itself, which was not the primary purpose of the strategy. The analysis and extrapolation of the following eight items as the genuinely sustainable competitive advantage for the G21 region was arrived at via the statistical analysis detailed in the background paper prepared as part of this strategy development, interrogation of the raft of strategic analysis previously undertaken for individual projects, and as part of the Victorian government review of regional context across Victoria, and the innovation plan work, which has been undertaken by the Enterprise Connect (Innovative Regions Centre) in Geelong.

This significant body of work, along with the detailed consultation undertaken with a range of stakeholders both internal to the region and beyond, combined with the expertise of the consultancy team has crystallised the following strengths as representing the key sustainable competitive advantages for the region at this point. These competitive advantages are also expected to be sustainable as the region moves forward and strongly support the strategic directions recommended in this report.

The eight key sustainable competitive advantages enjoyed by the G21 region are identified as follows.

### Proximity to Metropolitan Melbourne

The proximity to metropolitan Melbourne is a unique circumstance for a regional city and regional area generally. The immediate access to the markets of Geelong, and the potential leverage of the substantive workforce settling in western Melbourne present arguably unparalleled circumstances for a region that is equipped to take advantage of a capital City on its doorstep.

### Connectedness of the Region

The G21 Regional Alliance is one of the most advanced regional alliances across Australia. The G21 region is now recognised as a region which speaks with one voice and is committed to structured planning and delivery of regionally significant projects in a coordinated and collaborative manner.

### Manufacturing Sector

The manufacturing sector is a major competitive advantage for the region. The City of Greater Geelong has the major manufacturing settlement within the region and relies on the manufacturing industry as its major employer and contributor to regional production.



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The State government recognise the significance of the manufacturing sector and have identified significant direct and flow on economic benefits associated with this sector. Highlighting and reinforcing the manufacturing sector as one of the major economic and industry drivers of the broader region.

#### **Health Sector**

The health sector, with Barwon Health as a health network larger than all but 10 in Australia, presents a sustainable competitive advantage for the region, which can and will be leveraged for the future.

In addition to Barwon Health, the Deakin Medical School and Research Centre with growth in optometry represent major strengths for the region (the medical school is an enormous strength, which will continue to strengthen the regional health services offering). Further, there are significant private health operations, centered in the City of Greater Geelong and a commitment from these entities to continually invest and grow these facilities. Combined with the very strong practitioner presence across the City of Greater Geelong, this leaves the region reasonably well serviced. Regardless of this, there are gaps in health provision through the region, which continue to present challenges.

#### **Education and Research**

The significant presence of education institutions across primary, secondary, trade and vocational and tertiary levels also present a major competitive advantage for the region. However, there are areas within the region which do not enjoy the benefits of immediate access to the more advanced education opportunities. Realistically, this competitive advantage is enjoyed by only part of the region, highlighting the need to leverage this throughout the broader region.

The presence of two CSIRO divisions and the major university of Deakin with its two campuses presents a clear sustainable competitive advantage for the region. However, this is not reflected in private sector innovation in a significant manner, highlighting the potential to leverage existing facilities and the opportunity for new entrants/ players in this research space.

#### **Lifestyle/Tourism**

The regional tourism assets, including the Great Ocean Road, Otway's and beaches rival anywhere in the country. This enormous competitive advantage in the tourism and lifestyle sector is well served by the Geelong Otway Tourism organisation, however, the recent audit of infrastructure (Urban Enterprises, 2011) identified there is clearly much to be done in relation to making the most of this genuine competitive advantage.

#### **Infrastructure**

The region is well serviced from an infrastructure perspective. Whilst there are some gaps in key areas, the fundamentals are sufficiently sound to confirm this element of the economy as a genuine strength. The region is also engaging in infrastructure planning to ensure this level of competitiveness is maintained into the future.

#### **Available Land**

The land availability across the region serves as a significant competitive advantage. There are particular areas which are underutilised from an agricultural perspective and provide opportunity for significant additional production, and to facilitate value added activity in the agriculture/rural sector. Colac Otway, Golden Plains and Surf Coast are very strong in their agricultural production and agri-business is a major part of their economy. This ensures that the available agricultural land and particularly opportunities to value add is a major competitive advantage of the G21 region.

The northern areas of the region present competitive advantages with significant tracks of available industrial land adjacent to major centres of Geelong, as well as smaller towns throughout the region. With an immediate proximity to existing infrastructure, these areas present a major competitive advantage for the broader G21 region to accommodate sustainable growth moving forward.



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## **2.5 Key Sub-Regional Characteristics**

### **Colac-Otway Shire**

A largely agricultural and ecotourism area – the Colac-Otway Shire region has large amounts of developable land, strong food and beverage and timber manufacturing sectors, as well as a significant portion of the Great Ocean Road. Colac-Otway has potential competitive strengths in developing eco-tourism and renewable energy research further, as well as leveraging its agricultural base with value-adding manufacturing/processing activities.

### **Golden Plains Shire**

The undeveloped land of Golden Plains is well situated to provide development land for the G21 region's growth and provide future settlement lands for residents. Another key strength of Golden Plains is its acceptance and hosting of intensive agricultural and other industries. Golden Plains has a wide variety of agriculture, from broad acre grain farming in the south of the district, to pig and poultry farming operations around Lethbridge and winegrowing in the Moorabool Valley.

### **City of Greater Geelong**

The largest sub-region by both population and economic activity, the City of Greater Geelong is the business and industry heart of the G21 region and houses the majority of the workforce. The City of Greater Geelong also has significant strategic assets such as the region's two CSIRO facilities, hospitals, Deakin University and the Gordon Institute of TAFE. Geelong's manufacturing history and transition into advanced manufacturing techniques demonstrates the city is capable of complex production methods, with highly skilled staff.

### **Borough of Queenscliffe**

By far the smallest sub-region by both geography and population, the Borough of Queenscliffe contains some of the G21 region's most expensive real estate and highest income residents. The Borough of Queenscliffe is also the location of unique Defence Force facilities, though these facilities are not significantly integrated with the local economy. Queenscliffe's strong community and rich heritage are among its key strengths.

### **Surf Coast Shire**

Surf Coast Shire has strong competitive advantages in the tourism sector, with the globally recognised Great Ocean Road and Bells Beach/ Torquay surf culture precinct all offering world-class tourism assets. Surf Coast Shire requires connecting infrastructure to Geelong/Melbourne with the extension of the Geelong Ring Road to provide the catalyst for the next phase of tourism growth. Away from the coast, agricultural production in the Surf Coast Shire has developed niche markets in pork production (Otway Pork), as well as beef, wool, poultry and stock feed crops.



### 3. Desired Future Outcomes

#### 3.1 Regional Vision

The G21 region is a geographically diverse region with many communities, businesses, industries and governments. The Geelong Region Plan, released by the G21 Regional Alliance, contains the following vision statement:

***"In 2020, the Geelong Region is Australia's most desirable destination for living, visiting and investing; it is renowned for its vibrant, cohesive community, exceptional physical environment and vigorous economy."***

This statement has been used as the starting point for developing a picture of the desired future state of the G21 region. To understand the desired future state, the current G21 region's characteristics were considered against a series of attributes, including labour force capacity, economic diversity and innovation.

#### 3.2 Desired Regional Outcomes

To clearly identify what this vision means for the G21 Region Economic Development Strategy, a wide range of key regional stakeholders were asked to describe what the ideal G21 region of the future looked like to them. Three potential future scenarios were presented to assist stakeholders in framing what the future for the G21 region may look like. These were a 'More of the Same' (Scenario 1), 'Building on Our Regional Strengths' (Scenario 2) and a 'Game Changer' – projects that have the potential to transform the region (Scenario 3) scenario.

The first two scenarios represent outcomes that are effectively able to be delivered by local government under their current economic development and governance regimes, while the 'Game Changer' scenario represents the outcomes possible if the region focuses its collaborative energies and development activity on key initiatives that have the potential to change the face of the regional economy. Overwhelmingly the regional outcome/ future environment identified as being the most desired was 'The Game Changer'<sup>7</sup> scenario.

Outcomes associated with the 'Game Changer' scenario are described in the table below.

Table 3.1 Targeted Future Outcomes for the G21 Region

| Attributes            | Outcome of Strategy Delivery                                                                                                                                                              |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Future Population     | 500k+ people                                                                                                                                                                              |
| Labour Force Capacity | New range of skills – individuals are skilled in new areas and industries, with new skills being attracted to the region to assist in broader capability development of the labour force. |
| Economic Diversity    | A diverse economy with a focus on industry with strong flow on effects                                                                                                                    |
| Cultural Activity     | A highly sought after region of choice, attracting attendance from outside the region                                                                                                     |
| Innovation            | Global centre of innovation and commercialisation                                                                                                                                         |
| Infrastructure        | Key strategic infrastructure is planned for and delivered ahead of time                                                                                                                   |
| Governance            | Leading with shared strategic vision                                                                                                                                                      |
| Regional Perception   | Identified and recognised as a region of choice                                                                                                                                           |
| Role and Function     | Provide high-level service centre alternative to Melbourne Central Activity Centre for Victoria                                                                                           |

Source: AECgroup

These stakeholder-identified desired future outcomes provide a clear direction for the economic development strategy and help identify key areas to focus economic development initiatives within the G21 region. The success of the G21 Region Economic Development Strategy will be measured by its progress toward and delivery of these outcomes. A list of tasks and opportunities identified as potential economic development initiatives is detailed in **Appendix A**.

<sup>7</sup> "Scenario 1 – More of the Same" and "Scenario 2 – Building on Our Strengths" both have valid economic development pursuits, however, the "Scenario 3 – Game Changer" approach captured the virtually unanimous desire across all stakeholders engaged in this study for the G21 region to do more than just stay the same or to leverage the many obvious strengths of the region.



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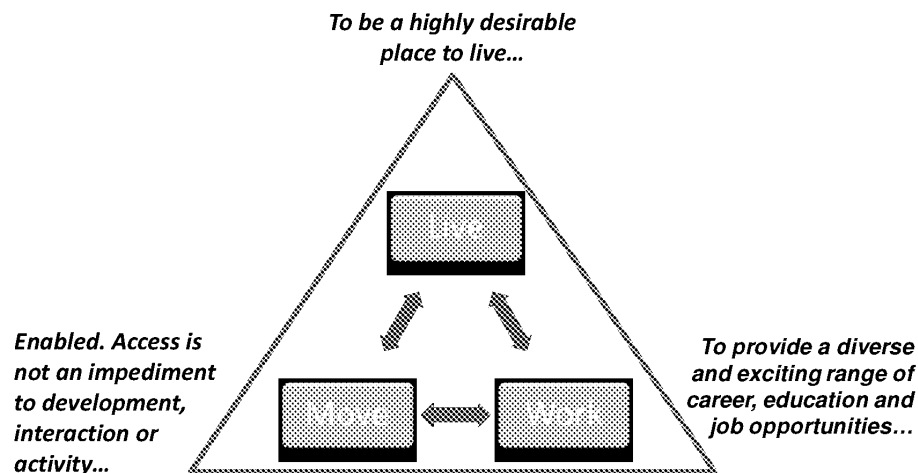


### 3.3 Focus Areas

A successful economic development strategy defines a clear logic for the selection of key initiatives in which to dedicate the investment of time, effort and resources. The key regional outcomes identified above describe the characteristics of the region's desired future state. To ensure the economic development strategy, which is intended to be a lasting (5-10 year) and dynamic document, is able to continually focus on delivering these outcomes it is critical these complex requirements are represented in a clear and concise framework.

At its essence, the desired future state identified by key regional stakeholders revolves around ensuring that the G21 region is a highly desirable place to Live, Move and Work.

Figure 3.1 Live-Move-Work Framework



Source: AECgroup

Live, Move and Work are the three areas in which effort will be focused to deliver the desired future state of the G21 region. They also provide a simple framework to assist in the identification of the key economic development initiatives that will deliver those elusive first steps toward accelerated growth and prosperity. These key initiatives are the 'Game Changers'.

A detailed assessment of what comprise each of the aspects of the live, move and work framework, along with the G21 region's current capability and future needs across framework is provided in **Appendix B**.

### 3.4 Identifying the Game Changers

Identifying those initiatives that represent the most effective use of resources to deliver the desired economic development outcomes for the G21 region involves considering their attributes against a number of key points. These points are not so much a set of criteria as a description of the broad characteristics that the initiatives need to embody to be effective, including the following:

- **Are able to deliver distinct and lasting regional benefits with a catalytic effect on the broader region:** An initiative must first and foremost deliver distinct and lasting regional benefits. Developing and focusing on initiatives rather than individual projects is key to achieving these lasting benefits. While initiatives will invariably involve specific projects or developments in certain areas of the G21 region, the benefits of that work should also be felt across the broader region and economy to be considered effective.
- **Cannot be readily implemented by a single local government or require cross-government collaboration and intervention:** Collaboration across the G21 region can affect change at a regional level that would otherwise not be possible. If





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resources are invested in initiatives that would be easily implemented by local government, the advantage of the region's collaborative environment will not be fully leveraged. Only those initiatives that require intervention from the G21 region, State and/or Australian Government to be realised should be considered.

- **Lead to further direct investment:** It is important the initiatives selected are catalytic in their nature and will lead to additional flow-on and support investment, economic growth and activity.
- **Have the potential to address regional issues/change perceptions:** A crucial part of developing the G21 region is propagating an accurate message about the growth potential and existing opportunities in the G21 region. Initiatives that help build this perception will enhance the attractiveness of the region to investors and will help drive further direct investment.

### 3.5 Strategy Toolbox: Delivering the Game Changers

To assist in the delivery of the Game Changer scenario, a series of strategic initiatives were developed as a 'toolbox' for economic development practitioners to use on a day-to-day basis.

The strategies outlined below are the things that need to be done every day, now and in the future, across all levels of government, to ensure strong economic outcomes are efficiently, effectively and consistently delivered for the G21 region. Additional detail, explanation and implementation frameworks are outlined for each in **Appendix C**:

- **Attracting Investment:**
  - *Objective:* Securing business investment and jobs.
  - *Rationale:* Investment is required to facilitate business and jobs growth, be it new business and industry coming to town or a local business or industry making a significant expansion. The investor needs to recognise the region as a location that is business ready and, more specifically, know and understand the relative advantages of the region and why this is the best region for their investment. Increasing investment in infrastructure as well as business expansion will help grow and diversify the economy.
- **Encouraging Innovation:**
  - *Objective:* Encourage a culture of innovation within the G21 region that produces relevant knowledge for business and industry.
  - *Rationale:* Innovation is borne from the individual, but is enabled and encouraged by skills development, encouragement and interaction with others. Providing innovative environments and support systems will set the G21 region apart as a region where innovation is encouraged and ideas flourish. This environment will see innovation develop internally from those stakeholders currently within the region, but also from those who relocate to the G21 region to facilitate their ideas.
- **Skilling Individuals:**
  - *Objective:* Enhance the skill level of the local workforce to highlight and see career development options and provide a 'can do' attitude.
  - *Rationale:* If residents can increase their skills, they may increase their contribution to the economy and may have more valuable employment opportunities, which will assist in delivering higher standards of living. At the same time, increases in innovation and R&D activities and capabilities of the region will result in a stronger and more knowledge-driven workforce over time. A highly skilled and entrepreneurial workforce can assist local companies to grow and attract new investment.
- **Changing Perception:**
  - *Objective:* To promote an accurate perception of the G21 region, a region known for its business performance, lifestyle characteristics and quality community infrastructure.





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- **Rationale:** The G21 region, and in particular Geelong City, has a misplaced perception of being a trade-based manufacturing region. Perceptions often become reality. The importance of how the region is perceived around Australia and the world is important to fostering an environment conducive to economic development and growth. The region's perception of itself and its external projection of this image is incredibly important for economic development. Areas which can conjure images of success provide more confidence to businesses and investors.
- **Securing Funds:**
  - **Objective:** Assist government, business and individuals secure funds for capital infrastructure, business investment and development of innovation.
  - **Rationale:** Capital investment is required to develop and enhance infrastructure, business growth and realise the potential of new ideas. Coordinated investment from a range of investors is required to ensure sufficient and appropriate levels of funding are received to deliver required outcomes.



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## 4. Game Changers

The Game Changers are the unique bodies of work designed to move the G21 region towards its desired future. This section outlines the vision associated with each of the Game Changers, how they are to be achieved and why they will work to move the G21 region in its desired direction. The Game Changers are supported by the Strategy Toolbox, which has a detailed list of actions for the implementation of each of the strategies.

These five Game Changers represent the best first steps towards the region's goals. They are the first bodies of work and most important moves the G21 region needs to make to achieve its goals and are the:

- Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac connections;
- Geelong City Centre Reactivation;
- Coordinated Delivery of Critical Infrastructure to Support Growth;
- Globally Significant Innovation & Research Centre; and
- The G21 Region is Open for Business.

Implementing these Game Changers is beyond the scope of any one individual local government, requiring the focus of the G21 Regional Alliance and the assistance of State and Australian Governments to realise.

The Game Changers should not be considered in isolation or as a prioritised schedule of works. Each of the Game Changers relates to the others and provides support and direction for the region overall. For example, coordinated delivery of critical infrastructure to support growth will underpin and provide an evidence-base for the movement of goods and people for all future development in the G21 region. The initiative to make the G21 region a hotspot for the generation of knowledge and innovation will both support and require the reactivation of Geelong CBD. Similarly, the completion of the ring road, beyond facilitating the latent tourism development potential of the region, will provide access to the high-amenity real estate of the Surf Coast that could be the deciding factor in attracting high-level research talent for innovation and research. While the open for business initiative will assist the delivery of key components of all the Game Changers.



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#### 4.1 Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac Connections

##### **The Vision**

**Transport infrastructure delivering and enhancing the G21 region to a level that allows residents, visitors, industry and business to fully leverage the region's natural assets and existing attractions, as well as provide opportunities for new sectors to develop.**

##### **What the Game Changer is**

Extension of the Geelong Ring Road to Torquay, another river crossing to the Bellarine Peninsula and completion of the Ring Road network. The development will provide an uninterrupted route to Torquay. This infrastructure will facilitate access to future employment nodes and provide agribusiness with more efficient access to markets and provide a definitive start/ gateway to the Great Ocean Road. This would also serve as the gateway to the surf culture of the Torquay and Bells Beach area.

##### **How to achieve it**

**Define and integrate a new high-speed link to Torquay, Bellarine Peninsula, Bannockburn and Colac into the regional road network:** To achieve this outcome the G21 region's Councils will need to facilitate the state agencies design and develop the budget to deliver the road connections in a timely manner. Together with State Government support, there needs to be integration into the regional road network and regional modelling to design the carriageway and intersections and the river.

**Business case to secure funding and approvals:** Develop a business case to target the required approvals and funding from the State and Federal Governments for the various roads in agreed an agreed priority (under a range of Regional Assistance Funds).

**Minimise the delivery hurdles:** The regional road network will also need to link into current easement and corridor provisions to avoid, wherever possible, the high cost and delay associated with the acquisition of new road reservations.

**Invest in destination signage and branding:** Destination investment will highlight the fast and efficient access to the region by day trippers and tourists generally. This work will also see the improvement of way-finding and destination marketing and facilities, ensuring visitors to the Great Ocean Road and surrounding areas are made aware of their entry to the region and of the beginning or conclusion of their experience. For example, clear and distinctive messaging is required to 'announce' the visitors arrival at the Bells Beach/ Torquay precinct – the home of surfing in Australia.

##### **Why it will work**

The new infrastructure will deliver seamless access to the existing substantive urban areas of the Surf Coast, and the Bellarine Peninsula as well as provide for currently planned growth and the inevitable long term growth.

The G21 region is in a unique position to take advantage of the significant anticipated growth in tourism visitation to the Great Ocean Road (expected to grow from 7 million to 10 million visitors per annum) to develop new and existing sectors. Access is the key to unlocking the potential of the region and its assets.

##### **It will deliver enhanced visitor access and experience:**

- Reducing the travel time for tourists and residents to the Surf Coast area will provide opportunities for further high-amenity real estate in the region and for day-trippers and tour operators to plan more time in the area.
- Improving access to the Bellarine Peninsula will stimulate the further development of the region as a tourism destination in its own right, unlocking latent demand for the culinary and lifestyle tourism the region can service.



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- This Game Changer will assist in developing a clearer perception of regional tourism identity and character, which will aid future growth in tourism and the development of new tourism sectors in the G21 region.

**It will increase local business sustainability:**

- The road infrastructure will provide an attractive alternative to the current east west traffic through central Geelong effectively this Game Changer initiative will be a major facilitator in reducing the necessity for through traffic which will assist in the realisation of the second game changer initiative of Geelong City revitalisation.
- Improved access to Melbourne for existing and potential residents and business will increase activity. The development of this infrastructure will see the G21 region recognised as being only 40-60 minutes from Melbourne.
- The tourism sector in the G21 region's south tends to be driven in part by seasonality and local investment interest. Whilst it has breathtaking hinterland views, beach and lifestyle opportunities and a pleasant climate, there are currently comparatively limited investment opportunities. Improved access from Melbourne and opportunities for investment through attractive zoning laws will stimulate investor interest and generate new and untapped tourism markets for the region over the entire year rather than the current seasonality.

**Substantive benefits beyond tourism**

The benefits of the ring road completion are substantive beyond their obvious tourism benefits. These benefits will flow to the entire the region and are fundamental to facilitate employment growth, which is in line with the population expansion anticipated in the southern portion of the City of Greater Geelong, Surf Coast, Bannockburn and ultimately Winchelsea and Colac.

The benefits and why the Game Changer will work are summarised at a high level below:

- Armstrong Creek with its major employment precincts (300 hectares in total) will benefit substantially from the ring road completion to provide for accessibility to these major employment nodes;
- The Bellarine Peninsula will be significantly more accessible with a further river crossing facilitated by the completion of the ring road network;
- The central city revitalisation will be facilitated to a significant degree via an alternate east west traffic route to the Bellarine Peninsula and servicing the industrial areas of Eastern Geelong (Alcoa foundry and rolling mill). The completion of this road link will release major truck movements from the Central Activities Area and provide an opportunity for further pedestrianisation, which is critical in revitalising the city centre;
- The delivery of a high speed link to Surf Coast without traversing the future urban area of Armstrong Creek will be a major benefit to the existing and future residents and businesses in Torquay (this has been recognised in an independent ministerial review of the east west arterial servicing Armstrong Creek);
- The quickly growing Bannockburn and the adjacent Gheringhap areas will be well served by a duplication of the Midland Highway to connect to the ring road alignment. This will facilitate not only expanded investment in Bannockburn, but will provide for more accessibility to the intensive animal husbandry operations across the Golden Plains municipality; and
- Colac and Winchelsea have been recognised as growth centres in the initial consultation document for the G21 Urban Growth Strategy and would be significantly more attractive to accommodate additional growth in the region with the completion of duplicated road access.

**Why it is needed**

The necessity to progress this Game Changer initiative is strongly compelling:

- Bannockburn, Colac and Winchelsea are all towns which will accommodate significant additional infill and new growth given the infrastructure and support mechanisms, which are established across these settlements. These towns will need to be



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supported with the completion of duplicated road access in order to ensure that they realise their full potential as soon as possible;

- The connection of the Ring Road network, which now effectively terminates at Anglesea Road is of paramount importance. This was highlighted in the recent state review of Stage 4C alignment of the Ring Road extension. This report recommended that a very high priority be placed on the provision of the high speed seamless link to the Surf Coast area (Torquay), which was not reliant on the arterial network through the proposed Armstrong Creek Urban Growth Area;
- The Ring Road connection to the Surf Coast Highway will provide for the traffic generated by the planned growth of Torquay. The Ring Road network will prove accessibility to Geelong, Melbourne and beyond, and in particular to the public transport assets that will sit in Armstrong Creek to service the southern area of the region;
- The Bellarine Highway connection, which will be provided via the ultimate completion of the Ring Road network and a further river crossing, is necessary to provide for the planned growth of the major growth centres of Drysdale, Clifton Springs, and Ocean Grove detailed in the current municipal planning schemes;
- The river crossing is necessary as VicRoads projections of the Fellmongers Road (Breakwater Rd Bridge) east west access servicing Geelong to be at capacity in 12 to 15 years. This will necessitate a further east west river crossing to provide for effective intra city traffic management; and
- The additional river crossing and connection of the Ring Road network through to the Bellarine Peninsular will provide an alternate route for east west traffic through central Geelong and therefore reduce this through traffic and facilitate pedestrianisation and reinvigoration of the central city as part of the Geelong City centre reactivation Game Changer initiative.

Without undertaking the works associated with this Game Changer, the expansion of existing and development of new tourism sectors in the southern areas of the G21 region from the current 7 million visitors per year to 10 million visitors will be hampered. Without the delivery of this infrastructure it will not be possible to achieve the following benefits:

- Attract substantial increases in weekend traffic and tourism trips to the G21 region through promoting faster and more efficient radial road networks and access from Melbourne to specific points of interest;
- Support an increase of zoning and development potential for environmentally sustainable pockets in and around the key coastal and hinterland precincts, which will attract new investment in building and construction of hotels, accommodation and holiday markets;
- Over time the increased patronage and visitor numbers generated by both day-tripper and weekend escape markets will substantially broaden the economic revenue from both the tourism and development sectors;
- Spin-off benefits include activation of regional green/ eco-tourism sector and lifestyle industry in the inland and coastal areas of the G21 region (i.e. Colac Otway, Surf Coast) and enhance the open access to regional attractions (such as beaches, environmental assets and the aesthetic side to the Geelong water front) facilitating the capture of escape expenditure from Melbourne; and
- Over time it will lead to further lifestyle and investment diversification and will help attract jobs for younger hospitality workers to reduce the current outward migration of knowledge and skills characteristic of the region.

Key road infrastructure affected and influenced by this game changer initiative may include:

- Anglesea Road: Realignment;
- Mt Duneed: Upgrade;
- East West Arterial;
- New River Crossing;



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- Bellarine Highway connection;
- Portarlington Road connection;
- Wallington to Queenscliff duplication;
- Drysdale Ring Road;
- Duplication of Portarlington Road;
- Duplication of Midland Highway to Bannockburn;
- Bacchus Marsh Rd Road
- Duplication of Barwon Heads Road; and
- Princes Highway, Colac.

#### **Initial Priorities for this Game Changer**

Whilst the specific projects to be undertaken as part of the game changer will inevitably be resolved by those responsible for implementation, it is recommended consideration be given to address the following priorities:

- Planning and delivery of high speed link to join with ring road as constructed;
- Lobbying Government for the funding commitment for duplication of Princess Highway to Colac; and
- Planning for the east west arterial link through Armstrong Creek and further river crossing to service the Bellarine Peninsula.



## 4.2 Geelong City Centre Reactivation

### *The Vision*

**A vibrant, bustling and living Geelong CBD as the cultural and business heart of the G21 region. A place where urban residential space provides demand for shops, cafes, restaurants, bars and cultural facilities, all within walking distance of one another and a vibrant commercial centre. A city-centre whose residents do not demand cars and where pedestrian access is paramount.**

### What the Game Changer is

The Game Changer is the development of high-density residential space in Geelong CBD to assist in the reactivation of the city centre, grow further advanced service activities (including opportunities for state and national business headquarters), provide culturally diverse lifestyle options for the G21 region, and lead reinvestment in retail and commercial space in the CBD. This activity will also consider and support the reactivation and development of the Corio and Norlane precincts.

### How to achieve it

Higher density living and increased use of available commercial space in Geelong CBD requires planning alterations and the improvement of public transport connectivity and service quality. These will enable the development of residential space with lower car-parking requirements and lead to increased commercial and business investment. Without providing high quality public transport in addition to improved planning, this growth will simply not occur.

**Review and address planning and design issues:** Revising planning overlays for the CBD height, plot, floorspace and parking ratios are needed to allow development of higher density apartments. Podium-level retail and commercial zonings in new developments will encourage urban regeneration and streetscape improvements.

**Develop Major Projects which generate significant pedestrian and traffic central City activity:** The Convention and Exhibition Centre and the cruise ship destination are examples of Major Projects that the G21 Regional Alliance need to vigorously support and find the way to deliver.

**Address passenger transport to the CBD:** Transport issues that need to be addressed to increase the number of CBD residents include:

- *Pedestrian paths and bikeways:* The development of pedestrian walkways between zones and nodes of activity as well as cycle/ bikeways will be critical in a functional 'new age' space. Decreasing the need for cars also improves the environmental perception of the region and effects of peak oil. Increasing pedestrian activity is a critical element in the development of a vital CBD with an interesting constantly changing backdrop of recreational and cultural activity;
- *Public transport links:* Smooth and efficient public transport links from within the G21 region to the Geelong City CBD is key to reducing the number of cars in the CBD. Equally the capacity for CBD residents to travel to Melbourne quickly and effectively is important in removing the 'impediments' to a relocation decision; and
- *Car share arrangements:* Membership of a car hire scheme (e.g. Flexicar or GoGet) through which members pay a joining fee which allows them to book and schedule their required use. This may need to be initially facilitated by Local Government.

**Design competitions:** Competitions through architectural associations will facilitate new and contemporary architecture to lead to innovative redevelopment in the CBD.

**Targeting specific sectors and precincts:** Target key areas with the capacity to lift their current land use and development footprints through active consideration of land title ownerships, urban renewal objectives and future land use patterns.

**Consolidate ownership:** The large number of landholders in the CBD will hinder redevelopment efforts. Consolidation could be achieved by providing incentives in development standards, incorporated in planning and statutory documents as well as





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flexible Development Control Plans. Alternatively, legislation, such as in NSW and Queensland, could be introduced to grant special development rights for certain areas.

**Heritage Floor Space Transfers:** The introduction of Heritage Floor Space Transfers over current heritage buildings in the CBD, and the establishment of a fund to regenerate and refurbish existing buildings will facilitate the redevelopment of currently unattractive refits (heritage refits are typically twice the cost of a standard refit<sup>8</sup>). Given the number of heritage assets in the Geelong region, it is important to retain and include these heritage assets in the future vibrant heart of the G21 region.

**Develop cultural infrastructure:** Raising the cultural profile of the region is an important ingredient for attracting residential densification. A larger resident population base in the CBD will strengthen the business case for cultural facility development and improve funding opportunities. The Heritage Floorspace Transfer could also be used as relevant in supporting the capital cost of these developments.

**Relocation of the central Geelong passenger rail stabling yards:** Relocation of the stabling yards to a location west of the Armstrong Creek development will enhance the provision of public transport services 'through' the City of Geelong, as well as providing additional development space in central Geelong.

#### Why it will work

Redevelopment of Geelong CBD must be carried out in a manner that is commercially feasible, coordinated and actively managed. Reactivating the commercial heart of the G21 region will be critical for driving development throughout the region and it must be treated as a priority because:

##### **It makes redevelopment commercially feasible:**

- Flexible and proactive planning initiatives and zonings (plot yields and floor surface ratios and parking requirements) will increase the feasibility of development in the CBD. Without a commercial imperative, redevelopment will not happen;
- Heritage Floor Space Transfers and a heritage fund provide the opportunity for heritage assets to be leveraged back into the commercial offering in a feasibly manner;
- Generation of higher density residential, retail and commercial activity will provide an additional financial incentive, on top of those delivered through flexible and proactive planning, for reinvestment of landlords as well as the aggregation of ownership; and
- Utilising available funds for commercial building refits to deliver improved carbon footprints is another opportunity which should be explored.

##### **It changes the perception of the region:**

- Innovation in design and transport solutions will set Geelong apart as an example of Best Practice CBD regeneration globally, providing the opportunity to expand education offerings using the CBD reactivation as a case study; and
- A range of urban living offerings in Geelong CBD presents the opportunity for the G21 region to provide a genuinely full suite of lifestyle options to existing and potential residents. This has flow on benefits for university students and staff, business and industry recruitment efforts and the broader regional perception. A diverse population base will see a diversity of cultural and other activities in the CBD.

##### **It gets people back into the CBD:**

- A vital CBD is typified by high volumes of foot traffic, range and diversity of housing options, high quality shopfronts with a broad retail offering, a commercial heart, effective management of car traffic (removing car/ pedestrian interface issues) and

<sup>8</sup> Heritage Floor Space Transfers are a form of transferrable development rights and are a market instrument used to manage land development. Heritage Floor Space Transfers would allow the exchange of zoning privileges from one area to another. These transfers enable the preservation of heritage assets land with high cultural values, while allowing urban areas to expand and increase in density. Heritage Floor Space Transfers can be bought, sold or transferred between landholders.



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the presence of places where diverse groups of people can interact comfortably. This will not happen without increased residents in the CBD.

**It provides a range of broader regional benefits:**

- Further investment in public transport infrastructure and service provision will also have significant benefits for other residents in the G21 region and will help to address areas of disadvantage outside of Geelong CBD; and
- Reactivating Geelong CBD, the G21 region's major business and cultural hub will provide benefits for the entire region as well as opportunities to leverage.

**Why it is needed**

Without the tasks described in this Game Changer, reactivation of Geelong's CBD will not occur. The reactivation of the CBD will bring with it a myriad of spill over benefits for the region, including strong demand for more cultural facilities and improved public transport services.

The visibility of the reactivation will also have an enormous effect on the perception of the G21 region – something that cannot occur without the Geelong City Centre Reactivation Game Changer. Key initiatives associated with this game changer include:

- Cruise Ship Destination;
- Convention Centre;
- Residential Population/ Western Wedge;
- Commercial Refit of the CBD;
- CSIRO/GCEID (Geelong Centre for Emerging Infectious Disease);
- Laneway;
- CGUL; and
- Trainshed Way.

**Initial Priorities for this Game Changer**

Whilst the specific projects to be undertaken as part of the game changer will inevitably be resolved by those responsible for implementation, it is recommended consideration be given to address the following priorities:

- Support Deakin's commitment to growing the waterfront campus to 10,000 students as a priority and facilitate accommodation options for students accordingly;
- Facilitate the development of the Train Shed Way proposal for State Government and Barwon Water offices to the highest practicable environmental standards; and
- Support the City of Greater Geelong in its efforts to lobby for State Government funding to rebuild the Yarra Street Pier and provide for cruise ship destination in Geelong.



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#### 4.3 Coordinated Delivery of Critical Infrastructure to Support Growth

##### **The Vision**

**The development of a sophisticated integrated infrastructure, transport and logistics master plan to ensure state of the art information transfer, and enhanced movement of freight and people into, out of and across the G21 region as it grows into the pre-eminent place to live, invest and do business.**

##### **What the Game Changer is**

The Game Changer is an integrated infrastructure plan to accelerate the delivery of critical infrastructure in a coordinated manner for the long term growth and economic prosperity for the region. The integrated infrastructure plan, inclusive of transport and communications, will provide direction for the ongoing provision of infrastructure and provide a lobbying strategy to deliver the essential infrastructure to stimulate economic growth across the region in a prioritised fashion. This development will provide direction for future regional development and reduce the risk of future unforeseen issues.

##### **How to achieve it**

The game changer will be achieved through:

- The G21 regional task force in relation to the NBN roll out moving from a lobbying phase to an implementation phase. The G21 Regional Alliance will work with the NBN company across all municipalities to develop a strategic implementation plan and facilitate prompt approval mechanisms. This will enable NBN to roll out the network as soon as practicable;
- The G21 Regional Land Use Strategy, which will provide direction in relation to growth in reticulated services beyond that which is planned today. This will inform long term planning, with a commitment to work across agencies to develop an implementation plan for existing and planned growth to facilitate the most efficient roll out of reticulated services;
- Undertaking explicit planning in relation to freight and logistics for key areas across the region immediately. Priority should be given to undertake the planning for the City of Greater Geelong identified national freight and logistics hub; and
- Mobilising G21 Regional Alliance with the Department of Transport, V-Line and other key transport infrastructure stakeholders to develop a public/ shared transport strategy to facilitate transport across the region and specifically accommodate higher density development across central Geelong.

##### **Why it will work**

Significant infrastructure expansion is expensive, time intensive to install, and has to be provided ahead of time ensure economic and population growth is not impeded. Accurate, effective, coordinated and collaborative planning ensures the most cost effective and timely roll out of infrastructure.

Planning for, and delivering in or ahead of time, infrastructure sends a clear message to business, industry and government investors that the G21 region is business and investment ready. The clear communication of infrastructure development plans and priorities will also highlight suitable development nodes for all investment types.

##### **Why it is needed**

As the G21 region's economy grows in an unprecedented manner the necessity for a disciplined approach to planning and lobbying for infrastructure is essential. A major task of the economic development practitioners of the region should be to ensure that essential infrastructure is deployed in a manner which stimulates and supports economic growth. Lagging infrastructure delivery impedes business growth and detracts from a region's investment attraction potential.



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A plan to deliver coordinated critical infrastructure to support economic and population growth is essential for an area the size of the G21 region. The co-ordination between municipalities, relevant agencies, along with all tiers of Government will be substantially enhanced through a strategic plan to guide key stakeholders efforts.

#### **Initial Priorities for this Game Changer**

Whilst the specific projects to be undertaken as part of the Game Changer will inevitably be resolved by those responsible for implementation, it is recommended consideration be given to address the following priorities:

- National freight and logistics hub plan for northern Geelong;
- NBN rollout plan;
- Reticulated infrastructure planning for the currently planned and long term growth of the region; and
- Transit link to Torquay.



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#### 4.4 Globally Significant Innovation & Research Centre

##### **The Vision**

**Making the G21 region home to coordinated, commercial and world class research that leverages its unique capabilities and builds on existing platforms.**

##### **What the Game Changer is**

The Game Changer is the establishment of G21 as a hotspot for the generation of knowledge and innovation that creates shared value and generates worldwide recognition. This initiative will reinforce and better coordinate the significant world class research that is already progressing in various institutions and firms across the G21 region.

##### **How to achieve it**

Establishing the G21 region as a globally significant innovation and research centre will change the face of the G21 region and act as a catalyst for a new culture centred on innovation, entrepreneurship and knowledge development. The proposed centre will leverage existing regional strengths and research institutions to ensure it develops practical capabilities. Key tasks in achieving this are outlined below.

##### **Engage and collaborate with key partners early on:**

- *Leverage existing capabilities, programs and relationships:* A very close collaboration between the key existing research organisations in Geelong of the CSIRO divisions, Deakin University, Barwon Health, Department of Primary Industry, Queenscliff Research Facility will be the cornerstone of this centre.

The intention is to grow the already established collaboration across the existing organisations and engage private sector partners from Geelong and beyond to lift the profile of Geelong as a place to do research and to commercialise innovation, with entrepreneurial spirit growing out of this centre.

There are initiatives already in place, in particular the Geelong Centre for Emerging Infectious Diseases, which will leverage the world class expertise of the animal health laboratories with Barwon Health, and Deakin University to deliver a health research capability of a world class standard. This Game Changer will grow from existing platforms and provide further opportunities for collaboration and ultimately to provide for economic stimulus via commercialisation of initiatives. The Game Changer will provide exposure to the process of innovation throughout the education system.

- *Look to secure participation from a significant global player in the early stages:* In order to attract interest from companies, local industry and universities, a large, and potentially global, corporation should anchor the centre. With the participation of a genuine cornerstone corporation, the centre will ensure not just links to private industry and the production of research and innovation that are commercially attractive but the generation of jobs and investment over time. The participation of a genuine cornerstone corporation will also assist with the promotion of the centre domestically and internationally.

##### **Clearly identify the centres focus and intent for all stakeholders:**

- *Leveraging existing research assets:* The G21 region's considerable research strengths in infectious disease and materials science provide a strong platform for future innovation and knowledge creation. Strong opportunities also exist in the health science and ICT fields;
- *Focusing on current and future needs of the local region:* The region should focus on developing globally significant research capabilities that produce local/ regional case studies for extension to a global market;
- *Involving local companies and industry:* The collaboration should provide value to local companies and industries and act as a platform to provide local research that helps local companies and industries become more competitive. The opportunity also exists to support and expose the local education system to the process of innovation.



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**Develop a clear and transparent, yet flexible funding and innovation support model:**

- *Funding through public and private funds:* Initiatives should be funded through both public and private funds, which ensures that all parties are interested in long-term sustainability and in generating a return on investment;
- *Generating revenue from a variety of sources:* Through the variety and depth of services on offer, the centre should generate multiple revenue streams to assist with on-going operational costs and ensure the centre is self-sustaining. Revenues could be derived through many of the activities highlighted;
- *Establish an investment fund:* The centre should house an investment fund or angel/venture fund for investment into new ideas from local entrepreneurs. This fund could also contribute to the on-going costs of managing the centre. Housing the research and combining it with local advisory services to be commercialised as well as the funds for commercialisation would create a powerful incentive for attracting innovation; and
- *Provides a catalyst for future investment:* Through networking and entrepreneurial facilitation, the centre should become a catalyst for further investment in additional facilities, including research and corporate facilities. The physical location of corporate facilities next to the centre and additional research operations would become the genesis for a number of business and research parks, making the region even more attractive for innovative companies.

**Create a culture of innovation and entrepreneurship:**

- *Provide an interface between industry and research:* The centre must act as a portal into university research, assisting industry to tap into academic research and providing an appropriate vehicle for this interaction. There are opportunities here to partner with leading global researchers in whatever field is required, provided the research is responding to an identified local need;
- *Function as a centre of entrepreneurship:* The centre should become a focal point for entrepreneurship, providing a platform for successful entrepreneurs to discuss their recipe for success, for a university to provide business advisory services for start-up businesses and for local entrepreneurs to engage with one another;
- *Function as a meeting place:* The centre should act as a meeting place for business, government and academia, holding regular networking events and other functions, such as conferences and seminars. As a meeting place, the centre becomes the focal point for innovation and knowledge development in the region;
- *Creates a culture of innovation:* The centre should become a catalyst for creating a culture of innovation. A development of this size and scale would assist in fortifying this culture and knowledge in the G21 region; and
- *Spawning new and increasing levels of research:* The centre should create the impetus for further research specialisation (together with the private sector), to broaden its scope and create further innovation, knowledge and value for the economy. This broadening of the research platform should be closely associated with private industry to ensure wider economic outcomes for the region.

**Why it will work**

Building the G21 region's reputation as a global centre renowned for its quality research is an achievable goal, if the existing research assets are utilised and networked in a collaborative fashion. The innovative capacity of the region can be harnessed through the correct use and networking of institutions, industry and business.

**It will focus on local strengths and needs:**

- Coordinated, commercial and worthwhile research, that leverages the unique capabilities and builds on existing platforms, will generate considerable knowledge and create a distinct environment in the G21 region that will attract investment and employment;



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- Through the generation of knowledge and innovation, considerable value is created that warrants investment from domestic and international companies. These outcomes are only generated through world's-best-practice research focussed on some level of practical local/ geographic or industry need, along with regular contact and interaction with local business and industry; and
- It is not about research for knowledge sake, this centre will focus research and innovation development on local and regional industry needs.

**It will have funds available to attract and the structures in place to develop and consistently deliver innovation:**

- With funding available for innovation as well as angel networks in place, innovative ideas will be drawn to the centre;
- The creation of a culture of innovation, combined with the capabilities and environment that the centre would create, will provide the initial nucleus from which considerable organic growth across the G21 region will occur;
- The placement of key staff with a track record in both securing research funds and delivering commercially relevant research through to industry adoption will ensure new ideas have an experienced guide through the development process; and
- A structured innovation development processes will be developed, focussing on innovation at three key levels, the individual, the firm and the industry level. The innovation at the industry level typically results in the development of new industries or industry value chains.

**It may be anchored by a global research corporation and world's best practice:**

- Anchoring the facility with a global corporation will help to ensure that research is commercially relevant and focussed on the current and future business and industry needs. Name recognition may assist in promoting the centre and all of its services.

**Why it is needed**

Having identified innovation as a key part of the region's future, the G21 region now needs to develop a focal point for innovative activities in the region and provide the incentive to attract innovative ideas and organisations to the region. The opportunity for the G21 region to produce valuable and commercial results from innovative practice is there, but it requires the development of this critical piece. Australian institutions and regions have typically underperformed in commercialising innovation, not through a lack of innovation but due to a lack of focus on development and commercialisation.

**Initial Priorities for this Game Changer**

Whilst the specific projects to be undertaken as part of the game changer will inevitably be resolved by those responsible for implementation, it is recommended consideration be given to address the following priorities:

- Geelong Centre for Emerging Infectious diseases (GCEED): this project is well advanced and the region should continue to lobby for the establishment of this centre given the unique combination of assets the region enjoys;
- Centre for Advanced Design and Engineering Training (CADET): an initiative which Deakin University are seeking funding for to grow engineering training expertise in the region and involve multiple education and industry partners. The region should pursue this as a priority as it provides linkages between industry and research and education providers; and
- Lobbying to establish a Geelong Innovation and Industry Fund (GIIF) and network to facilitate venture capital and entrepreneurial funding. An essential element in establishing the centre for research and innovation will be a funding partner, without funding the research centre will not proceed. This should be a priority.





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#### 4.5 The G21 Region is Open for Business

##### ***The Vision***

**A strategic and regulatory framework that is outcome, solution and investment focused making the G21 region a region of choice for business and industry investors looking to locate their companies.**

##### **What the Game Changer is**

The Game Changer is proactive leadership and a culture of investment focused strategic and regulatory processes, which will, in itself, significantly assist in growing existing and attracting new business and investment to the region.

##### **How to achieve it**

###### **Identify and collate key information:**

- *Appoint a planning and infrastructure delivery taskforce:* This objective of the taskforce is to identify the key issues that need to be addressed and to 'make it happen'. Specifically this would involve the taskforce leading and directing research to inform future land use and infrastructure planning and facilitate required changes;
- *Identify the key information requirements and areas to be examined:* These should include, at a minimum, the infrastructure (transport, utilities and ICT as well as community based infrastructure) and land requirements (employment, residential and open space) to facilitate the desired level of future growth in the G21 region;
- *Define the research briefs:* Clearly identify and define the information required and the form in which it will be most useful; and
- *Conduct and regularly update the research task:* Identify total future anticipated land, services and infrastructure requirements for the region over the short, medium and long term to support population, business and industry growth. This analysis should consider the following aspects (and annually update data on):
  - Current supply: Type, volume/capacity and condition of infrastructure and/or services supplied;
  - Current demand: The level of existing demand and relative service levels;
  - Future demand: Identification of the type, volume/capacity and condition of infrastructure and/or services required to support future economic growth;
  - Anticipated future supply: Identification of the planned infrastructure and services rollout and how this compares with anticipated demand (i.e. gap analysis). Key infrastructure needs and services for development over the short, medium and longer term should be identified; and
  - Influencing factors: Current trends, known or anticipated future trends, sensitivity and confidence bounds should be considered for all forecasts and demand expectations.

###### **Develop and implement lobbying strategy:**

- The lobbying strategy should have two key focuses and be undertaken by the most suitable stakeholders for the task at hand:
  - *Lobbying for funding for key leading infrastructure:* This should be supported by a sound business case; and
  - *Lobby for legislative and policy amendments:* To overcome the prevailing planning restrictions that are currently impeding growth in the region (i.e. CBD redevelopment initiatives, eco-tourism developments) and ensure a proactive and planning framework is available for the G21 region.



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**Provide a centralised and solution oriented point of contact for new investment enquiries:**

- *Ensure that an individual/ team which is the first point of contact provides an investment focused response:* This person/ people will need to understand in detail the business and financial imperatives of major investors as well as the existing planning and legislative requirements. Critical will be their commitment to providing information to and finding solutions for prospective investors; and
- *Develop and regularly update key information for development/ investment enquiries.*

**Provide training for all relevant staff:**

- *Clarify their role in economic development:* Provision of training and education programs will be key in communicating to key local government staff (for example planners and engineers) the role their day-to-day activities and decisions have on economic development and business investment decisions; and
- *Solution oriented outcomes:* Training surrounding the development and delivery of solutions and opportunities will be key in ensuring the G21 region is recognised as a region that is open for business.

**Why it will work**

For the G21 region to be recognised as a region that is development oriented and innovative in its processes, the process of planning and development must be focused on achieving solutions and driving value for businesses and industry.

**It will deliver an investment conducive environment:**

- Timely development, implementation and release of key infrastructure and appropriately zoned lands ahead of time is critical in the creation of a business and investment ready environment.

**Specific individuals will be responsible for creating this environment:**

- Currently there is no specific allocation of responsibility at a regional level to provide solutions for and encourage an investment-ready environment. The development of a taskforce specifically charged with coordinating and addressing planning responses will be key in delivering this environment.
- Staff will be educated and trained to understand the full impact/ ramifications of their day-to-day decisions.

**Why it is needed**

The G21 Regional Alliance's ability as a body to unite and advocate for the G21 region is crucial to the future development of the G21 region, however, its scope as an organisation creates difficulties for it in terms of implementing major projects. All member municipalities and partners need to embrace a culture of an investment ready and facilitative region. This should revolve around open planning processing, changes in attitudes with regular engagement in commercial relationships and a regional marketing campaign.

**Initial Priorities for this Game Changer**

Whilst the specific projects to be undertaken as part of the game changer will inevitably be resolved by those responsible for implementation, it is recommended consideration be given to address the following priorities:

- Undertake training for all relevant staff across all municipalities and agencies in investment focused planning/ facilitation; and
- Investigate opportunities for a regional market – The G21 Region is Open for Business campaign.



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## Appendix A: Opportunities Identified Through Consultation & Analysis

Table A.1 Opportunities Identified Through Consultation

| Opportunity                                                                             | Location (G21)                                                                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Geelong Convention &amp; Exhibition Centre</b>                                       | City of Greater Geelong                                                                  | A purpose built convention and exhibition centre for Geelong would provide the region with an attractive facility with which to target the lucrative business events market. A convention and exhibition centre would also provide the region with the capability to host cultural events and touring exhibitions on a level that is currently impossible to cater for in the G21 region. The facility would augment the capability of Melbourne in attracting conventions and business events and could unlock potential new tourism markets that could build traffic for the Great Ocean Road, eco and nature tourism elsewhere in the G21 region.  |
| <b>Stage 3 Skilled Stadium Redevelopment</b>                                            | City of Greater Geelong                                                                  | Skilled Stadium is the home of the Geelong Football Club and has been a significant regional community asset for almost 70 years. Whilst it is best known for its AFL day match usage, the stadium has become the biggest and most successful multi-purpose venue in regional Victoria. This project aims to strengthen Geelong as a sports hub for the region while building on existing commercial and tourism advantages. The works proposed include increasing the overall stadium capacity to 34,500, developing a Sport Museum to celebrate the region's sporting heritage and develop a purpose built Community Wellness and Education Centre. |
| <b>Development of Mineral Springs Anglessea</b>                                         | Surf Coast                                                                               | The development of mineral spring tourism opportunities in Anglessea, which possesses some of Victoria's highest quality spa and aquifer resources, could be a significant tourism opportunity for the G21 region.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Development of high-quality golf facility in Surf Coast</b>                          | Surf Coast                                                                               | Developing high-quality golfing facilities in the coastal hinterland of the Surf Coast would provide tourism opportunities and market capture of high net worth Great Ocean Road patrons.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Wildlife Tourism opportunities in coastal hinterland</b>                             | Surf Coast, Colac-Otway                                                                  | The pristine wilderness and ecological assets in the coastal hinterland behind the Great Ocean Road represents significant opportunity for development of surrounding attractions in the G21 region, particularly around the burgeoning field of wildlife tourism                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Amendments to planning scheme to allow /encourage shop-top living in Geelong CBD</b> | City of Greater Geelong                                                                  | Development and revitalisation of Geelong CBD requires amendments to planning schemes to encourage and allow the development of shop-top housing options. Increasing the number of CBD residents has been identified as a critical factor in the revitalisation of Geelong CBD                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Mountain-biking tourism opportunities</b>                                            | Surf Coast, Colac-Otway, Golden Plains                                                   | The growth of mountain-biking as a tourist pursuit represents a significant opportunity for areas around Colac-Otway and Golden Plains, with high-quality environmental assets available for this low-impact, pursuit. Infrastructure for existing mountain-biking activity is underdeveloped currently.                                                                                                                                                                                                                                                                                                                                              |
| <b>High end residential in Future Growth Areas</b>                                      | Surf Coast, Golden Plains, Borough of Queenscliffe, City of Greater Geelong, Colac-Otway | Developing high value sites within future growth areas as centres of high-end residential development would leverage the existing environmental assets and high-amenity opportunities available in the G21 region. This may be dependent on additional transport infrastructure to facilitate easy transport to Geelong and Melbourne.                                                                                                                                                                                                                                                                                                                |
| <b>Geelong Future Cities Project</b>                                                    | City of Greater Geelong                                                                  | The Master Planning around this project recommended the development of a regional cultural and arts hub including an integrated Library and Heritage Centre, an expanded performing arts centre and expansion of the Geelong Gallery. Development of the cultural offering of Geelong would provide regional benefits for the attraction and retention of highly qualified and professional residents either directly employed by the centre or attracted by its events.                                                                                                                                                                              |



| Project Name                                                            | Location (G21)                                                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Extension of the Geelong Ring Road to Torquay & The Bellarine Peninsula | City of Greater Geelong, Surf Coast, Borough of Queenscliffe. | The Great Ocean Road is one of Australia and the world's truly unique tourist attractions. Despite this, the commencement of the journey along this road is not well marked, nor well capitalised. Extending the Ring Road to Torquay would allow tourists to access the attraction from Melbourne with greater ease and potentially spend more time in the region, driving flow-on benefits in tourism. If development of surf tourism in Torquay around the Surf Museum and manufacturing companies were to be occurring alongside this infrastructure development, it could change the face of tourism in the region. Also, with significant growth in property values in the beachfront areas of the G21 region, the extension of the Ring Road down to Torquay could represent a project that could unlock the region's property market to high net-worth potential residents seeking lifestyle moves, for whom the travel distance to Geelong and Melbourne is currently too great. Linking the Ring Road with the Bellarine Peninsula will also play a major role in encouraging growth and development in the Borough of Queenscliffe and Bellarine regions. |
| Moving rail stabling yards to the south side of Geelong                 | City of Greater Geelong                                       | The movement of the rail stabling yards from central to southern Geelong represents a significant opportunity to improve the access for students to Deakin University and Gordon TAFE from Melbourne's western suburbs. Increasing the amount of students at Deakin and improving access to Geelong for other people in Melbourne's rapidly expanding western fringe would have significant flow-on benefits throughout the economy of not only Geelong but the entire G21 region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| International Terminal at Avalon Airport                                | City of Greater Geelong                                       | The development of Avalon Airport's international capabilities is of great importance to the G21 region. The G21 region has significant internationally recognised tourism assets and providing convenient access for international passengers to these assets represents a significant opportunity for leveraging. This development has the potential to play a catalytic role in the future development of the region's tourism, cultural and high-end manufacturing development, with flow-on benefits across a number of industry sectors across the G21 region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Portarlington Safe Harbour                                              | City of Greater Geelong                                       | The Portarlington Safe Harbour will be a high quality precinct incorporating commercial aquaculture and recreational fishing, boating, passive and active recreation and tourism activities for the local community, greater Bellarine Peninsula region and beyond. This project will provide additional jobs in tourism, aquaculture, construction and service industries. Parks Victoria has developed a Master Plan that will provide direction for the harbour and foreshore as well as integrate these with the nearby parkland and town centre. It includes plans for a new wider Pier that allows for separation of pedestrians and vehicles, as well as new facilities for boating related activities including 145 commercial and recreational berths, capacity for future ferry services and tourist/commercial facilities.                                                                                                                                                                                                                                                                                                                                |
| Upgrade of Yarra St Pier to accept cruise ships                         | City of Greater Geelong                                       | A purpose built cruise liner facility accommodating visiting cruise ships, naval vessels and tall ships. The Pier would include Australian Customs Service and Australian Quarantine and Inspection Service facilities. The proposed cruise ship development includes commercial activity and facilities including a visitor information service, coffee shop and lounge facilities, souvenir/gift shop and taxi services. The development also includes floating infrastructure that will extend berthing capacity. This will allow for expansion of the Royal Geelong Yacht Club (RGYC), increasing its capacity and increasing the Club's opportunities to secure major sailing events over the yacht racing season and grow the marina capacity over the entire year. This aligns with the RGYC's strategic plan and the waterfront masterplan                                                                                                                                                                                                                                                                                                                   |
| Car unloading facility at Geelong Port                                  | City of Greater Geelong                                       | Developing capability to allow the offloading and distribution of imported cars from Geelong port represents a significant opportunity to leverage the existing infrastructure in the area. This opportunity would involve possible deepening of the harbour channel, as well as development of additional rail and road infrastructure to provide an intermodal transfer point for the offloaded cars.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



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| Project Name                                                                               | Location (G21)          | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Development of fuel pipe to Avalon to attract premium-quality international flights</b> | City of Greater Geelong | This development would be a catalyst to attracting an international airline flying direct to Avalon Airport, which would deliver tourism benefits across the G21 region. The delivery of this piece of infrastructure represents a significant cost which would require the collaboration and involvement of local and state government. Obviously this piece of catalytic infrastructure would see considerable further direct investment from not only Avalon Airport but also the support infrastructure to accompany the passenger throughput it would provide. Developing Avalon Airport's international capabilities would change the perception of the G21 region and place it on a world stage.                                                                                                                                                                 |
| <b>Emerging Infectious Diseases research centre</b>                                        | City of Greater Geelong | To establish an Australian Centre for Emerging Infectious Diseases to provide research, diagnosis and risk management advice in the increasingly important area of zoonotic diseases. The Centre will also provide research and public health services, both locally and nationally. By utilising the existing research and capability platforms available at AAHL and connecting this with Deakin University and its medical school, Barwon Health, St John of God Pathology and Geelong Infectious disease services, an "Australian Centre for Emerging Infectious Diseases", can be established to provide research, diagnosis and risk management advice on diseases derived from animals, such as Avian and Swine Flu.                                                                                                                                             |
| <b>Apollo Bay Harbour Precinct Planning Amendments</b>                                     | Colac-Otway             | Master Planning has been conducted around the Apollo Bay Harbour Precinct which incorporates a new Fisherman's Co-Op, sales and maritime history interpretive centre, a Great Ocean Road Aboriginal Interpretive Centre, a new small recreational marina on the eastern breakwater, new Sailing Club facilities, enhancements to the current boat ramp, new Port operations base for Harbour Management, boat repairs and a sling berth for emergency access for Marine rescue. The implementation of this Master Plan is expected to enable future implementation works to begin.                                                                                                                                                                                                                                                                                      |
| <b>Regional Research &amp; Information Centre</b>                                          | City of Greater Geelong | The establishment of the Regional Research and Information Centre which comprises a new, centralised research centre for local and regional data. This centre will provide high quality information and regular reporting according to core needs, and commissioned reports according to contracted needs. The centre will contain a nexus with university research institute (the Alfred Deakin Research Institute, Deakin University) denoting strong markers of autonomy, objectivity and expertise. This centre is expected to enable a more efficient planning process, providing higher levels of co-ordination for both providers and consumers of information.                                                                                                                                                                                                  |
| <b>Multi-User PAMs Facility</b>                                                            | City of Greater Geelong | "Pre-Assembled Modules" (PAMs) are large, complete-system units for operations such as refineries, oil rigs and power plants. These PAMs are constructed remotely before being transported to the end-use site where many individual units are installed as one complete facility. The proposed opportunity is for a multi-user facility located at Geelong port with heavy rail and road access to facilitate the production of large-scale pre-fabricated industrial units or the rapid-repair of existing rig infrastructure. The facility would be privately operated, with hardstand provided by Government.                                                                                                                                                                                                                                                       |
| <b>Global knowledge centre</b>                                                             | City of Greater Geelong | Developing a globally significant knowledge centre in the G21 region based around the education assets of Deakin University, Gordon TAFE, the hospitals and CSIRO facilities could put Geelong on the world stage in core research areas. With the current skill base and capability in the region, the centre could be developed to focus on any of the following: <ul style="list-style-type: none"> <li>Health technology including prosthetics and the development of haptic (touch-based) technology to tie in with remote surgery;</li> <li>New/emerging materials leveraging the carbon-fibre furnace being built at Deakin and working in with existing manufacturing capability in the G21 region;</li> <li>Renewable energy and clean technology, leveraging the existing renewable assets in the region such as geothermal, wind and tidal power.</li> </ul> |
| <b>Seed capital investment fund for growing businesses</b>                                 | City of Greater Geelong | A seed investment fund would help local businesses grow by providing accessible funding and matching commitment to growth. Industry consultation and analysis has shown many local businesses are capable of growth but finance can be a barrier.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



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| Project Initiative                                                               | Location (s)                                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Revision of planning overlays to encourage/allow eco-tourism developments</b> | Colac-Otway, Golden Plains, Surf Coast                          | The G21 region's significant environmental assets could be sustainably developed through planning revisions to allow the development of eco-tourism. Current planning overlays make the development of low-impact eco-tourism facilities difficult and risky for operators                                                                                                                                                                                                                                                               |
| <b>Attraction of major employers</b>                                             | City of Greater Geelong                                         | Attracting major employers (such as TAC) has been identified as a significant opportunity for central Geelong to enable the revitalisation of the CBD. Development of supporting infrastructure and cultural activity in the CBD will be an important part of attracting businesses with large workforces to the CBD.                                                                                                                                                                                                                    |
| <b>Develop Ford as Globally-Recognised R&amp;D Facility</b>                      | City of Greater Geelong                                         | The development of Ford as a globally-recognised research and development facility at the Ford plant represents an opportunity to drive high-value added employment back into the automotive production industry in Geelong.                                                                                                                                                                                                                                                                                                             |
| <b>Waste disposal technology</b>                                                 | City of Greater Geelong                                         | Research into waste disposal technology techniques could place the G21 region at the forefront of a field that will take on ever greater importance in Australia's rapidly expanding population                                                                                                                                                                                                                                                                                                                                          |
| <b>Attraction of a second university</b>                                         | City of Greater Geelong                                         | The G21 region's relationship with Deakin has proven to be enormously beneficial for both parties, however the growth of the region and the desire of the region to become a region known for its high-value industry means the attraction of a second university could prove to be a desirable objective. Providing broader education opportunities for the region's residents as well as skilling outcomes for local industry would be hugely beneficial and could change the perception of the region both internally and externally. |
| <b>Share-cropping amongst lifestyle farmers</b>                                  | City of Greater Geelong, Surf Coast, Golden Plains, Colac-Otway | Increasing land values and the expansion of the urban footprint has seen many farmers downsizing their holdings to realise capital gains. The agricultural reality of this downsizing is the smaller hobby-type farms are often unprofitable for operators. Developing a sharecropping collective or co-operative system may help small operators and existing farmers utilise lands while still allowing lifestyle settlers to live in rural surroundings.                                                                              |





## Appendix B: Current Capabilities & Priority Actions

### Live

The perception of what sort of lifestyle offering the G21 region can provide, both by current and potential future residents, is possibly the single most important factor to delivering sustainable growth to the region. Factors that contribute to developing the desired perception of the region include provision of appropriate levels of housing diversity, relative affordability (income levels versus cost of living), the natural aesthetics, architecture and appeal of the region, cultural offerings, business and career development and opportunities for interaction, leisure and recreation.

The 'liveability' of the G21 region is a concept that crosses industry sectors, council boundaries and demographic groups. The current relative affordability of real estate in many areas of the G21 region and its community strength represent good value-propositions to potential new residents. However, the limited range and depth of cultural facilities and offerings, the low-vitality of the Geelong city centre and passenger transport difficulties represent areas of focus to ensure the growth of the region and attraction of new residents.

What makes a 'liveable' region and the G21 region's current capabilities in these areas are explored in the following table. The table also provides actions required in order to develop the G21 region into a more liveable region. These actions are prioritised to provide an indication of the areas where this is most urgent or where assessed limitations are most acute.

| Issue                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Desired G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Housing              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Diversity of Options | <p><b>Are there different housing options available for different consumers/ markets?</b></p> <p>Providing diverse housing arrangements is a key ingredient in sustainable and diverse communities and supports the attraction of a greater range of socio-demographic cohorts. Areas with diverse housing options available tend to better cater to residents changing needs throughout their lives (from singles to couples to families to empty-nesters) as well as the desires, attitudes and incomes of a wide range of cultures and lifestyles (Landcom, 2011). This is key to developing and maintaining an attractive property market across age, income, lifestyle and cultural cohorts.</p> | <p>The G21 region had a significantly higher proportion of separate dwellings compared to Victoria in 2006, reflecting a more homogenous market offering across the region due partly to consumer preference and partly the availability of affordable land in the region (ABS, 2007). Property price growth in the G21 region over the past five years has been stable and positive, indicating a growing market with generally adequate supply of land. Despite this, development of higher density offering, particularly in Geelong City, has been slow and the proportion of residents in Geelong who live in flats or apartments was significantly lower than the State figure in 2006, indicating a lack of higher density offering (City of Greater Geelong, 2010; ABS, 2007).</p> | <ul style="list-style-type: none"> <li>• <b>Drive higher density housing in central Geelong</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Critical developments in cultural amenity and educational capacity depend on increasing residents in central Geelong. Increasing the number of residents in Geelong CBD is required to form a critical mass of local demand for cultural and leisure offerings. This will require revisions of planning overlays and possible landholder consolidation to achieve.</li> </ul> </li> <li>• <b>Encourage high-amenity developments in Surf Coast, Geelong CBD and Golden Plains</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium/Low. Encouraging high-amenity property development is important for the G21 region, but does not require actions beyond those capable of individual municipalities supported by the G21 Regional Land Use Strategy.</li> </ul> </li> </ul> |



| Housing Affordability/ Availability | Are house prices/rents within reasonable aspirational reach of residents?                                                                                                                                                                                                                                                                                                                                            | While housing affordability across the G21 region is generally acceptable (31% of rentals considered affordable across the G21 region in March Qtr 2011 (Department of Human Services, 2011)), at a subregional level there are areas where rental affordability is an issue (Surf Coast and Queenscliffe have less than half the Victoria proportion of affordable rentals) (Department of Human Services, 2011). Low-income households with mortgage stress in the G21 region tend to be concentrated in the regional areas of Colac-Otway, Golden Plains and urban disadvantaged areas like Norlane, Whittington and Corio (PHIDU, 2008). Addressing areas of disadvantage in the G21 region requires a particular focus on rental affordability and low-income households with mortgage stress.                  | <ul style="list-style-type: none"> <li>• <b>Maintain housing affordability across a range of housing types throughout the region</b> <ul style="list-style-type: none"> <li>◦ Priority – High: Keeping housing affordable requires consistent and sustained attention, however as affordability problems are currently located at a sub-regional level this should be addressed by the individual LGAs along with a commitment by State Government to the redevelopment and regeneration of housing stock and community capacity building in lower socio-economic and disadvantaged areas.</li> </ul> </li> <li>• <b>Ensure planning schemes promote affordability</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium: The Regional Land Use Plan currently in development should help provide a regional planning vision that promotes sufficient housing affordability and diversity to meet the needs of a growing region. This vision should include the provision of a variety of housing types.</li> </ul> </li> </ul> |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local Household Services            |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Range Available                     | <p><b>Are services available to residents in the region?</b></p> <p>The range and quality of social services available to residents is a key factor in contributing to the liveability of a region. Research has found that the provision of social services has an economic as well as social benefit, with planning for social infrastructure a critical pathway to the development of a region (Casey, 2005).</p> | <p>The G21 region shows a high level of service provision across household services and healthcare, with the Barwon region around 93% self-sufficient in health services (i.e. only a small proportion of cases referred to non-local hospitals) (Barwon Health, 2011). At a regional level education service provision is also adequate, though there are some acute shortages in sub-regional growth areas (eg. lack of high school in Golden Plains). Recreational infrastructure across the region is generally adequate. Studies of children in areas of disadvantage in the G21 region found a significant proportion suffering high or very high levels of psychological stress, indicating a high level of demand in certain geographies that could impact the demand for future services (PHIDU, 2008).</p> | <ul style="list-style-type: none"> <li>• <b>Develop and implement service audit process at local and regional level to identify areas of need and inform future development</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium: Monitoring the range and quality of services in the G21 region and maintaining a high level of availability for residents is key to ensuring the region represents a liveable and attractive option for existing and potential residents.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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| Topic          | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Long-Term Regional Vision for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Ease of Access | <p><b>Are essential services easily accessible (schools, shops, medical)?</b></p> <p>This incorporates the quantum of services available as well as planning and transport issues. Equitable access to appropriate services, in order for all residents' needs and services to be met, has been identified as a key outcome of social sustainability. Ensuring that the local region can build its own resources and can prevent or address future problems is a key requirement of building and maintaining a functional community (Casey, 2005)</p> | <p>Many areas of the G21 region have a high proportion of households without access to a motor vehicle (PHIDU, 2008). These areas also frequently record high levels of disadvantage and poor health indicators such as low birth weight babies (PHIDU, 2008). The Barwon region's 93% self-sufficiency indicates services across the region are adequately represented, but may not be adequately linked to those that need them (Barwon Health, 2011). Access to essential services by public transport from areas of disadvantage is difficult due to the infrequency or unreliability of transport services and lack of motor vehicle access (PHIDU, 2008). These areas also exhibited a higher incidence of residents with one or more primary risk factors (such as obesity, smoking and harmful use of alcohol) indicating that lack of access to services due to poor public transport or lack of motor vehicle access is having an appreciable impact on health outcomes for residents.</p> | <ul style="list-style-type: none"> <li>• <b>Provide solutions for the regional public transport connectivity of areas across the G21 region</b> <ul style="list-style-type: none"> <li>◦ Priority – High. While access to services is important to all residents, the ability of low-income residents to access services often relies heavily on their ability to access reliable public transport. This is an issue that requires addressing across the region.</li> </ul> </li> <li>• <b>Proactively develop infrastructure that leads growth rather than lags development</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Developing infrastructure ahead of strong growth in key areas is critical to maintaining living standards and liveability for the region. An example of this type of development would be the completion of the Geelong Ring Road to Torquay in anticipation of the strong growth expected in the Surf Coast and Armstrong Creek.</li> </ul> </li> <li>• <b>Locate services in areas of disadvantage</b> <ul style="list-style-type: none"> <li>◦ Priority – High. The location of services in areas of disadvantage could be an important factor in breaking cycles of disadvantage, family health problems and unemployment.</li> </ul> </li> </ul> |



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| Item                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | How Required Action Priority for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <b>Jobs</b>                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Access to Employment Opportunities | <p><b>Are there accessible employment options available to residents?</b></p> <p>Access to employment has far-reaching social and economic ramifications. According to the OECD (2011), access to jobs provides residents with "...a chance to fulfil their own ambitions, to develop skills and abilities, to feel useful in society and to build self-esteem".</p> <p>The availability of jobs refers not just to the number of jobs in a region, but also the required skills and qualifications that are required to attain employment. If the required skills and qualifications for jobs in a region do not match those of its residents and they cannot acquire those skills or qualifications easily, they will not gain employment.</p>                                                                                                                                                 | <p>Many businesses in the City of Greater Geelong reported difficulties in sourcing skilled labour – indicating the range of employment options are likely not problematic, but existing skill levels of job seekers may preclude many applicants from gaining these jobs (City of Greater Geelong, 2010). This trend is likely to extend over the G21 region, but is particularly apparent in some areas of disadvantage within Geelong City and the Bellarine. Measures of disadvantage measuring education and employment in low or non-skilled employment show several locations with a significant proportion of the population in disadvantage (ABS, 2007). Further, these areas also exhibit several indicators of locational disadvantage due to poor transport connectivity and access to motor vehicles (PHIDU, 2008). Major employers in the G21 region tend to be in specialist industries such as health services or manufacturing (ABS, 2008). Rather than availability of career and skill services operations being problematic, survey data indicates knowledge around the potential services provided by these operators was a major issue for employers in the G21 region (Allegis Group, 2009). Providing targeted skill development and employment services that meet the needs of employers is important to addressing areas of long-term unemployment and disadvantage.</p> | <ul style="list-style-type: none"> <li>• <b>Rationalise and refine reskilling and training programs for low-income and less-qualified residents to enhance delivery</b> <ul style="list-style-type: none"> <li>◦ Priority – High. The functional capacity of the existing underutilised labour force requires a focus on building worker capabilities, particularly those in the low-income and low/ no -skilled categories. Rationalising existing programs and refining the scope of their operations will enhance their outcomes. This focus should be on identifying and overcoming barriers to employment to disadvantaged and remote residents.</li> </ul> </li> <li>• <b>Provide solutions for the regional public transport connectivity for workers in disadvantaged areas</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. The ability of low-income and less qualified residents to access and find appropriate means of transport to employment opportunities is critical to the overall development of labour force capacity in the G21 region.</li> </ul> </li> </ul> |
| Career Progression                 | <p><b>Do the available positions present career opportunities?</b></p> <p>A 2009 survey of Australian graduates found that 87% of graduates believed having long-term career prospects was the most important factor in their employment decisions (Impact Australia, 2009). Ensuring there are paths for career progression within the region will assist in long-term employment retention and the relative value of the employment base of the region.</p> <p>The development of career progression options is not limited to new entrants to the labour market or the lower end of the skill continuum, as highly skilled individuals also require clear, realistic and tangible career progression opportunities. The range, diversity and co-location of complementary firms and companies, are critical to ensuring the region can provide options for career building between firms.</p> | <p>The G21 region's occupational data shows a higher proportion of machinery operators and labourers, rather than higher skilled positions, which may present more opportunities for career progression (ABS, 2007). The G21 region also has areas of very low performance in both education and occupational attainment, such as Corio, Norlane and Beeac (ABS, 2007). These regions are in the lowest decile on the ABS Index of Education and Occupation and score highly on the SEIFA Index of Socio Economic Disadvantage (ABS, 2007), (PHIDU, 2008). The lower proportion of managerial and professional occupations in the G21 region is likely related to the lack of major employers in areas outside of traditional skill or engineering backgrounds (eg health and manufacturing).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• <b>Develop career transition and upskilling capability</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Providing upskilling and training programs that allow movement between training schemes and between career paths will enable workers to more easily adapt to changing work environments and move between fields/ job roles to further their career and future employment opportunities.</li> </ul> </li> <li>• <b>Attract large employers</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Attracting large employers to the region (particularly Geelong) expands the scope of available employment options for residents in terms of skilled employment. This should be actively pursued by Councils and the G21 region as a whole and leverage the success of the Traffic Accident Commission (TAC) relocation.</li> </ul> </li> </ul>                                                                                                                                                                               |



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| Topic         | Description                                                                                                                                                                                                                                                                                                                                                                                                                        | Current G21 Region, Geelong                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Future Potential of Region Growth for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Earning Power | <p><b>Does the income received by residents in the region provide them with good quality of life?</b></p> <p>Improvements in real disposable income levels result in improved standards of living and can have a positive influence on local consumption spending. On average, household real equivalised<sup>9</sup> household weekly incomes have increased over the last 10 years (Australian Bureau of Statistics (2010)).</p> | <p>Areas of the G21 region, particularly Geelong, Bellarine Inner and Corio, show coincidence of high levels of housing and rental stress and high levels of socio-economic disadvantage (ABS, 2007; PHIDU, 2008).</p> <p>The region also shows several sub-regions (including Colac-Otway, northern Golden Plains and Surf Coast) where there are high proportions of low-income households suffering mortgage and rental stress (PHIDU, 2008). Many of these regions have very low proportions of residents employed in managerial, administrative and professional roles – indicating there may be a role for skills training and access programs as well as job creation in addressing this issue (PHIDU, 2008). Other regions, such as Newtown and Geelong West have very low levels of mortgage and rental stress, indicating relatively higher levels of economic opportunity (PHIDU, 2008). Many of these regions also lack effective transport options to connect them to potential higher paying employment both elsewhere in the G21 region and outside of it, particularly in Melbourne.</p> | <ul style="list-style-type: none"> <li>• <b>Rationalise and refine reskilling and training programs for low-income and less-qualified residents to enhance delivery</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Improving the earning power of low-income and low-skilled residents requires programs to focus on identifying and overcoming barriers to employment and skilling for these residents.</li> </ul> </li> <li>• <b>Facilitating access of residents to Melbourne work options</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. Ensuring workers in the G21 region have easy access to one of Australia's largest employment markets will ensure local employers meet market rates while also helping to address the outward migration of younger residents for work. Improving the speed and regularity of train services, as well as addressing road traffic issues particularly for those residents south of Geelong's Ring Road, is crucial for this.</li> </ul> </li> </ul> |

<sup>9</sup> The equivalised measure of household income refers to the amount of disposable cash income which a single-person household would require to maintain the same standard of living as the household in question, regardless of size. This therefore accounts for the higher cost of maintaining a larger house as opposed to a smaller home and the higher income requirements of adults than children.





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| Item                                       | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Items Required to Meet Priority for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| Community<br>Arts & Cultural<br>activities | <p><b>Does the region offer artistic and cultural activities in keeping with its size and geographic location?</b></p> <p>Research, based on Case Study analysis, reveals that the failure to provide adequate community infrastructure can result in long-term costs and negative consequences, particularly in areas of existing disadvantage (or those at risk) (Casey, 2005). Planning strategies for regional centres near capital cities in Australia call for a benchmark figure of 600m<sup>2</sup> of cultural facilities per 22,000 residents (Wyong Shire Council, 2000). How residents perceive a region in terms of its creative, cultural and artistic capacity can greatly influence the vibrancy of the town and its livability (Wollongong City Council, 2006; Infrastructure Australia, 2010).</p> | <p>The G21 region's cultural infrastructure is currently somewhat lacking according to benchmarks from other regional centres located near metropolitan capitals (Wyong Shire Council, 2000). The perception of the G21 region as an industrial or manufacturing centre rather than a cultural hub has been constant among industry and stakeholder consultation. The presence of adequate cultural and artistic activity in the G21 region (and particularly in the major population area of Geelong city) is an important factor in enhancing the livability of the region.</p> | <ul style="list-style-type: none"> <li>• <b>Encourage the development of critical mass for cultural activity through higher density accommodation in Geelong CBD</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Without an adequate population base in Geelong CBD to provide patronage for cultural offerings, increased cultural activity will be unsustainable and ultimately harmful for the cultural reputation of the region. Increasing the number of residents in central Geelong in high-density accommodation is key to building this critical mass of patrons to support development.</li> </ul> </li> <li>• <b>Develop cultural infrastructure in Geelong</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. The Cultural Centre in Geelong that is currently partially developed is a key piece of necessary infrastructure to build livability in the G21 region, however further development in this space should not take place before increased population density in Geelong CBD to support it.</li> </ul> </li> <li>• <b>Promote existing artistic and cultural activities</b> <ul style="list-style-type: none"> <li>◦ Priority – Low. The existing cultural and artistic activities in the G21 region should be promoted to more strongly identify the region with these pursuits. This activity is likely best undertaken by local Councils but will help facilitate the growth of market demand for these offerings.</li> </ul> </li> <li>• <b>Drive residential density in the CBD</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Increasing the number of residents in Geelong CBD is required to form a critical mass of local demand for cultural and leisure offerings. This will require revisions of planning overlays and possible landholder consolidation to achieve.</li> </ul> </li> <li>• <b>Develop leisure and entertainment precincts</b> <ul style="list-style-type: none"> <li>◦ Priority – Low. Building activity centres with entertainment and restaurants should accompany future planning and population growth and provide the opportunity for people from diverse backgrounds to interact in the same space.</li> </ul> </li> </ul> |
| Entertainment<br>and Leisure<br>Offering   | <p><b>Does the region have adequate entertainment and leisure (e.g. restaurants, bars, cinemas) to attract and retain residents?</b></p> <p>How liveable a region is considered to be is highly dependent on the availability of leisure and recreational activities and facilities such as restaurants, bars and cinemas (Casey, 2005). Providing high quality offerings in entertainment and leisure is key to attracting and retaining residents</p>                                                                                                                                                                                                                                                                                                                                                              | <p>The G21 region has a wide variety of entertainment and leisure in the form of restaurants and cafes, though it lacks centres of activity around these outlets to create a tourist or resident attracting atmosphere. Opportunities for coastal development are needed to provide an offering for the attraction and retention of longer term as well as day visitors.</p>                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



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| Theme              | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Long-Term Potential & Action Priority for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Sport & Recreation | <b>Are sporting and recreation facilities appropriate for the population?</b><br>Participation in sporting and recreation activities can influence health and social well-being. Health is ranked universally as one of the key measures of overall well-being (OECD, 2011). A person's health can influence several other facets of life, including the ability to work and gain an income, the ability to socialise with others and the ability to gain education. Social connections can infiltrate other areas of everyday life, including networks (emotional and social) and job opportunities (OECD, 2011). | The success and popularity of the Geelong Cats AFL side in recent years is just one example of the strength of sport as a lifestyle factor in the G21 region. Sporting facilities in the G21 region are largely adequate and capable of servicing the population currently, though future growth in new areas may present acute shortages of sporting facilities at a subregional level. Plans for a redevelopment of Skilled Stadium to include a community wellness and education centre will further add to the existing infrastructure stock, though there is a need to grow sporting facilities for more marginal sports (eg. Hockey) to provide for metropolitan standard sporting options. | <ul style="list-style-type: none"> <li>• <b>Maintain sporting and recreational facilities in the region</b> <ul style="list-style-type: none"> <li>◦ Priority – Low. Existing sporting and recreational facilities will require additional maintenance as the region grows, however this is within the capabilities of the Councils with support through Victorian State Grants programs.</li> </ul> </li> <li>• <b>Monitor population growth and participation trends to inform and anticipate future needs.</b> <ul style="list-style-type: none"> <li>◦ Priority – Low. With strong growth predicted in key areas of the G21 region, monitoring both population growth and participation trends will be important to maintaining the standard of sporting infrastructure in the region.</li> </ul> </li> </ul> |
| Diversity          | <b>Are different cultural heritages not just accepted but celebrated in the region?</b><br>"The wealth of world views and experiences of a diverse community gives rise to varied ideas, perspectives, knowledge and skills that can significantly enhance a community's ability to prosper" (Douglas, 2006, p1). Harnessing these differences and utilising fresh ideas can provide social cohesion and community trust.                                                                                                                                                                                          | The G21 region is overwhelmingly homogenous in terms of cultural background (ABS, 2007). Geelong city in particular needs to continue to embrace diversity and grow the 'university-city' potential of Geelong.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• <b>Maintain and facilitate cultural heritage activities in the region</b> <ul style="list-style-type: none"> <li>◦ Priority – Low. The lack of major cultural heritage activities in the region appears to be in keeping with the demographics of the area, however, cultural diversity should be encouraged and cultural heritage activities extended where possible. This is largely the role of individual local government and community groups.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                              |
| Community Cohesion | <b>Is community cohesion a recognisable part of the region's identity (volunteering etc)?</b><br>Evidence suggests that communities with higher rates of local participation experience greater democratic participation, improved health outcomes and lower crime rates (OECD, 2010). Community cohesion is driven by a sense of membership, which individuals gain from belonging or sharing a personal sense of relatedness (McMillan, D & Chavis, D, 1986).                                                                                                                                                    | The high volunteer rates in the G21 region indicate the region is very supportive, engaged and community oriented (ABS, 2007). Corporate community activity through organisations such as the Committee for Geelong is strong, particularly in the form of programs like Northern Futures. However, individual firms in the region do not generally have extensive corporate social responsibility programs.                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• <b>Encourage Corporate Social Responsibility programs from local businesses</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. Building shared value through the interaction of business and community groups will strengthen community participation, though this is likely best addressed at a Council level. Engaging with business and industry and encouraging them to develop and implement corporate social responsibility programs as a commercial strategy.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                 |

Source: Australian Bureau of Statistics (2010), (OECD, 2006), (Impact Australia, 2009), (Frontier Economics, 2010), (Landcom, 2011), (Casey, 2005), (NCC, 2010), (Hardy, 2003), (The Conference Board, 2011), (Douglas, 2006)





## Move

Growth is driven by movement. The future flow of people, goods and information into, out of and throughout the G21 region will not only influence where growth occurs and at what speed, but also what is capable for the region as a whole.

With significant existing infrastructure assets in the G21 region, it is the interplay between these assets that will provide the basis for growth over the medium to long-term. Future growth can be optimised by considering the role and capability of existing infrastructure assets and networks against the needs and impacts of individual developments and initiatives in the region. More than simply transport connections, the movement of information, skills and goods are integral parts of establishing an innovative and vibrant economy. Removing obstacles to work, culture and innovation in the region creates an environment that not only allows, but encourages and attracts cutting-edge development. Understanding what those obstacles are and how infrastructure currently interacts to facilitate or hinder this interaction is a key strategic objective.

What 'moves' the G21 region and its current capabilities and strengths are explored in the following table. The table also provides actions required in order to develop the G21 region's transport and logistical infrastructure and networks to their full potential. These actions are prioritised to provide an indication of the areas where this is most urgent or where assessed limitations are most acute.

| Item                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                       | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Required Action/Planning for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| Major Transport Infrastructure | <p><b>Is the region well serviced by major infrastructure?</b></p> <p>Infrastructure is required to enable businesses to move their goods and services to clients and from suppliers. Inadequate infrastructure can lead to bottlenecks and can result in highly inefficient practices (OECD, 2006). Improving infrastructure can result in increased private investment, increased productivity and, as a result, increased economic growth.</p> | <p>The G21 region is reasonably well serviced by major infrastructure, with extensive road, rail, port and airport links, however, linkages to Melbourne and surrounding areas require upgrade to accommodate population growth (Enterprise Connect, 2010; Department of Transport &amp; Regional Services, 2007). The infrastructure requirements to effectively facilitate and encourage economic and population growth in the G21 region is currently not well understood, though the G21 Regional Land Use Plan (in development) may provide a good basis future planning in this space. Parking availability and car transport currently impact on the vibrancy and accessibility of Geelong CBD. The current transport routes for trucks carrying produce and export commodities such as wheat to Geelong Port also presents future infrastructure issues in the G21 region's regional growth areas and Geelong city. Access for tourists to Torquay and the Great Ocean Road currently utilises road infrastructure that does not match the importance of this asset to the regional economy, with the Geelong Ring Road finishing before tourists access the tourism areas of the Surf Coast and Bellarine. Infrastructure provision and servicing between Avalon Airport and Geelong Port are also in need of significant upgrade.</p> | <ul style="list-style-type: none"> <li>• <b>Examine existing infrastructure, including inter-modal and cross-modal interfaces</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Developing an understanding of the region's transport, freight and logistics networks' capacities will be critical to building a region that moves.</li> </ul> </li> <li>• <b>Develop future infrastructure needs forecasts based on likely development</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Modelling the likely future demand for transport, freight and logistics infrastructure in the G21 region is required to inform the region's future growth plans. This will require collaboration with other tiers of Government and relevant agencies.</li> </ul> </li> <li>• <b>Invest in road infrastructure to better link Torquay and Great Ocean Road with existing network</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Enhancing the experiential amenity of accessing the Great Ocean Road and the Surf Coast's tourism assets (such as Belis Beach), will stimulate existing tourism in the region as well as provide strong infrastructure for development of new sectors.</li> </ul> </li> </ul> |



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| Topic     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Recommended Action Plan for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Utilities | <b>Are utilities in the region able to meet current and expected demand?</b><br>Utilities are a key factor in the production process for most businesses. Ensuring that the region remains competitive and viable as a business destination into the future will require adequate utilities provision to support economic growth in the long-term.                                                                                                                                                                                                                                           | The security of future water supply of the region's households is actively being addressed by Barwon Water's infrastructure works programs, though many industry sectors (particularly intensive agriculture) report a lack of infrastructure is inhibiting growth. There has been planning for water security and resource provision for the Armstrong Creek development – though this work is not consistent across the G21 region and is being addressed by the G21 Water Taskforce (City of Greater Geelong, 2009). The liaison between the City of Greater Geelong and infrastructure providers in the planning phase for Armstrong Creek presents a good example for how future development should be undertaken. The planning for long-term provision for utilities will be addressed in the G21 Regional Land Use Plan. | <ul style="list-style-type: none"> <li>• <b>Monitor infrastructure capacity and flow around activity centres</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Understanding the ability of existing infrastructure to effectively deal with forecast growth is essential for managing the rollout of essential services. The body of work being developed under the G21 Regional Land Use Plan should go a significant way to providing the body of evidence needed to assess this.</li> </ul> </li> <li>• <b>Liaise with utility providers during development planning</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. Engaging with utility providers to devise forward-looking development plans will help accommodate potential demand growth in key areas, however the planning and implementation of this process should be carried out at a local government level.</li> </ul> </li> </ul> |
| ICT       | <b>Is information and communications technology infrastructure and the future requirement for high speed data infrastructure (NBN) suitable or being developed?</b><br>Research indicates that areas which receive fast-speed internet earlier tend to outperform (in terms of GNP, employment, population growth and income) regions who receive it later (United States Department of Agriculture, 2009). By the end of 2008, Victoria's ICT industry was employing over 84,000 people and experiencing strong growth (Department of Broadband, Communications and Digital Economy, 2009). | The roll out of the NBN is currently being assessed by the region's individual Councils (through a G21 Working Group), to identify any necessary preparatory works to ensure the region is included in early roll out plans. Planning for the Armstrong Creek development places the responsibility for the development of information infrastructure with the developer, meaning the decision will be most likely made on a cost basis (City of Greater Geelong, 2009).                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• <b>Develop fundamental ICT infrastructure to ensure position on first rollout</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Upgrading existing infrastructure to a level that allows NBN Co to roll out fibre easily will ensure position on the first rollout, which is critical for the region.</li> </ul> </li> <li>• <b>Liaise with NBN Co and relevant developers</b> <ul style="list-style-type: none"> <li>◦ Priority – Low. Maintaining information flow between the region, NBN Co and developers is important, as is the development of a strategy to encourage business to commit to take-up of NBN connections to support the G21 region as an early rollout site.</li> </ul> </li> </ul>                                                                                                                                                                 |



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| Item             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Required Action/Strategy for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| Goods & services | <p><b>Do freight and people move easily through the G21 region?</b></p> <p>Surveys of business location decisions indicate that access to distribution channels (particularly highways) is the number one criteria for business decision makers (Area Development, 2010). Businesses also desire to be close to their supply chain (NCC, 2010), reducing the cost of producing goods and, potentially, the cost of transport to end consumers. Any limitations in receiving or exporting will constrain business growth and development.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>The G21 Regional Land Use Strategy (in development) should provide the region with an understanding of the areas in which growth is expected to occur – however, it will not provide an assessment of the existing transport networks capabilities and its ability to accommodate and facilitate this growth. The key points of weakness are not currently well understood across the G21 region though the Freight Access Study goes some way to identifying current limitations with existing infrastructure. These issues, along with long-term infrastructure planning is necessary to address the freight task if the G21 region is to achieve its goals in terms of freight and logistics. Movement of commodities such as wheat from rural areas to export and handling points is currently not considered at a regional level, which results in sub-optimal use of roads and storage facilities.</p>                                                                                                                  | <ul style="list-style-type: none"> <li>• <b>Monitor infrastructure capacity and flow around activity centres</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Understanding the ability of existing infrastructure to effectively deal with the freight task currently and in the future is crucial for the development of the G21 region. The body of work being developed under the G21 Regional Land Use Plan should go a significant way to providing the body of evidence needed to assess this.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Public transport | <p><b>Is it easy for people to access the region for work and recreation and for residents to travel outside the region using public transports?</b></p> <p>Evidence suggests that infrastructure can have an indirect impact on labour productivity, through travel times and traffic-stress (Faridi, 2011). Improving public transport in a region can positively benefit the local and regional economy. Residents who do not have access to transport services can suffer reduced quality of life due to 'localised disadvantage' (Dodson, 2005). Providing residents with access to their needs and requirements outside of the region, whether health, familial, education, cultural and recreational or other is an important factor. Poor access to these facilities is a significant contributing factor to social exclusion (South Yorkshire, 2006). Difficulty in travelling outside the region, particularly by public transport, serves as an active deterrent to potential residents and could entrench or create areas of disadvantage (Dodson, 2005).</p> | <p>Road infrastructure across the region is of a generally high standard, though access to certain subregions, such as the Borough of Queenscliffe and Surf Coast have localised issues (Department of Transport &amp; Regional Services, 2007). The Melbourne-Geelong corridor is the most heavily trafficked non-urban corridor in Australia – access for residents to Melbourne is often severely restricted by the capacity of the Westgate Bridge (Department of Transport &amp; Regional Services, 2007). The ability of people outside the G21 region to access locations within it and those within the G21 region to travel outside it by public transport is highly limited (Department of Transport &amp; Regional Services, 2007). Public transport services across the G21 region are not of a standard and reliability that allows residents without motor vehicles to utilise it for transport to work, education and recreation assets, which in turn creates areas of localised disadvantage (PHIDU, 2008).</p> | <ul style="list-style-type: none"> <li>• <b>Improve public transport availability/efficacy for commuters in inner urban and regional areas</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Improving the availability and efficacy of public transport for commuters in the G21 region, particularly for those in regional areas and Geelong CBD is critical for the development of the region. This requires improving frequency and reliability of service to those areas which require public transport most (eg. areas with low motor vehicle access).</li> </ul> </li> <li>• <b>Improve intra and inter-regional connectivity</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Improving the ability of both residents and tourists to travel into and out of the G21 region using public transport is critical for improving the livability of the region. It is also important for developing new options for intra-regional tourism, such as public transport access to surf attractions and natural parks.</li> </ul> </li> </ul> |



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| Topic               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                               | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Regional Action Priority for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Information & Ideas | <b>Are information and ideas readily disseminated between industry and community groups?</b><br>Innovation is "crucial to future productivity and maintaining or building competitive advantage" (Australian Productivity Commission, 2010). The movement of information between industry operators and other business and community groups is a critical factor in producing the 'spill over' benefits that typify innovative environments (Cans, 2006). | The region is well networked amongst industry operators, with a large number of cluster organisations and industry bodies collecting and disseminating information (Enterprise Connect, 2010). The flow of information between industry groups is largely adequate, although there is an identified need for additional innovation journalism to promote the efforts of local companies in this field to wider business and community groups (Enterprise Connect, 2010). Information flow between different sectors and the establishment of new industry value chains is key in developing innovation at the firm and industry level, this is currently inadequate in the G21 region, which is common in most areas of Australia. The connection between Deakin University, the CSIRO's Animal Health Laboratory and Barwon Health found limited interaction, something which may negatively affect the region's innovative capacity (Enterprise Connect, 2010). | <ul style="list-style-type: none"><li>• <b>Encourage interaction of clusters and industry groups</b><ul style="list-style-type: none"><li>◦ Priority – High. Encouraging the supply of information and problem-solving between and across industry groups and research institutions is crucial for driving innovation in the region.</li></ul></li><li>• <b>Promote industry capabilities to business and community groups</b><ul style="list-style-type: none"><li>◦ Priority – Medium. Building awareness of the products, processes and capabilities of the region would address some perception gaps across the region.</li></ul></li></ul> |

Source: (Arca Development, 2011), United States Department of Agriculture (2009), OECD (2006), Farhad (2011), Hardy *et al.*, (2003), NCC (2010), (Benjamin, 2008), South Yorkshire, 2006), Smaite, 2010.



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## Work

Making the G21 region a place where businesses want to locate and people want to work requires more than simply jobs and land. It is about creating opportunities for personal and commercial growth as well as innovation. Creating a region where ideas are born and brought to market, where people, firms and industries innovate and where the outcomes are used to achieve personal and company goals. Providing a working environment that provides career paths and alternatives, ongoing training and career and skill development opportunities for workers is critical for the future development of the G21 region. A dynamic working environment for the G21 region will require readily accessible skill-development opportunities for residents as well as the attraction of high-value added operations in the region.

In addition to this, the G21 region should aspire to be a place where businesses want to locate their operations. Creating this environment requires a skilled and motivated workforce, as well as lifestyle and environmental benefits to relocation. The significant assets of the region in terms of lifestyle and recreation provide not only the building blocks for achieving this, but also development opportunities of their own.

The work and business environment of the G21 region, as well as its current capabilities and strengths are explored in the following table. The table also provides actions required in order to make the G21 region an innovative, progressive and desirable place to work and invest. These actions are prioritised to provide an indication of the areas where this is most urgent or where assessed limitations are most acute.

| Item                                 | Description                                                   | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Required Action/Strategy for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Career and Skills Environment</b> | <b>Does the work environment encourage skill development?</b> | Planning for the implementation of a Career Development and Skills Service (CDSS) in the G21 region is well-advanced, with a final report outlining the action plan and funding model tabled in 2009 (Allegis Group, 2009). This service is yet to be enacted due to a lack of funding at a State level. The work environment in the G21 region is relatively oriented toward skill development, however the ability of employers to attract workers with base-level skill indicates skill training programs in the region need to be more targeted (Allegis Group, 2009). Areas of entrenched disadvantage in the G21 region also report areas of low educational attainment and qualifications (PHIDU, 2008). | <ul style="list-style-type: none"> <li>• <b>Rationalise and refine reskilling and training programs for low-income and less-qualified residents to enhance delivery</b> <ul style="list-style-type: none"> <li>◦ Priority – High. The functional capacity of the existing underutilised labour force requires a focus on building worker capabilities, particularly those in the low-income and low/ no -skilled categories. Rationalising existing programs and refining the scope of their operations will enhance their outcomes. This focus should be on identifying and overcoming barriers to employment to disadvantaged and remote residents. Whether this program follows the action plan developed by the CDSS project or not should be reviewed prior to implementation.</li> </ul> </li> </ul> |
| Skills Development                   |                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





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| Issue                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Recommended Action Plan for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Opportunity & Career Development | <b>Are there a variety of career opportunities in the region for potential workers?</b><br>Recent studies suggest workers are interested in a long-term career path and expect to change jobs within their career (Impact International, 2011). Providing a broad range of employment opportunities will assist in attracting and retaining workers in the region. This also involves providing appropriate opportunities for training and advancement within the region (Allegis Group, 2009).                                             | Occupational data indicate the opportunities available for G21 region residents for employment in high skilled positions is somewhat limited compared to Melbourne and Victoria (ABS, 2007). This may be due to the lack of managerial positions found in large employers. While the G21 region is home to many large employers (Barwon Health, Deakin University) these are typically in specialised fields which require specialised knowledge, as opposed to organisations like VicRoads, whose skill needs are more generic. Actions are being undertaken to address the career and skilling service requirements of residents in the G21 region (Allegis Group, 2009). Whether real or perceived, a lack of opportunity for school leavers has been identified in the G21 region, with round-table discussions conducted during the development of the CDSS strategy also identifying the lack of career pathways and career change assistance for young workers (Allegis Group, 2009). | <ul style="list-style-type: none"> <li><b>Rationalise and refine reskilling and training programs for low-income and less-qualified residents to enhance delivery</b> <ul style="list-style-type: none"> <li>Priority – High. The functional capacity of the existing underutilised labour force requires a focus on building worker capabilities, particularly those in the low-income and low/ no-skilled categories. Rationalising existing programs and refining the scope of their operations will enhance their outcomes. This focus should be on identifying and overcoming barriers to employment to disadvantaged and remote residents. Whether this program follows the action plan developed by the CDSS project or not should be reviewed prior to implementation.</li> </ul> </li> <li><b>Attract large employers</b> <ul style="list-style-type: none"> <li>Priority – High. Attracting large employers to the region (particularly Geelong) expands the scope of available options for residents in terms of skilled employment and serves to stabilise the employment platform of the region. This should be actively pursued by Councils and the G21 region as a whole.</li> </ul> </li> </ul> |
| Supply of Skilled Labour         | <b>Are there sufficient numbers of skilled workers across a variety of industries in the region?</b><br>Workers with existing skills in areas of specialisation represent an economic value to organisations and industries (Rantlall, 2005). These workers require less training and development and are more productive within the organisation's context. The ability of local employers to find skilled workers for their operations has been consistently identified as an issue (Allegis Group, 2009; City of Greater Geelong, 2010). | Local businesses have reported difficulty in sourcing skilled labour in the City of Greater Geelong across a variety of industries (City of Greater Geelong, 2010). This difficulty has also been seen across the G21 region, with lack of coherent employment service provision (duplication services) and lack of career pathways to offer being the identified issues (Allegis Group, 2009).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li><b>Rationalise and refine reskilling and training programs for low-income and less-qualified residents to enhance delivery</b> <ul style="list-style-type: none"> <li>Priority – High. The functional capacity of the existing underutilised labour force requires a focus on building worker capabilities, particularly those in the low-income and low/ no-skilled categories. Rationalising existing programs and refining the scope of their operations will enhance their outcomes. This focus should be on identifying and overcoming barriers to employment to disadvantaged and remote residents. Whether this program follows the action plan developed by the CDSS project or not should be reviewed prior to implementation.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                           |



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| Topic                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Recommended Action Plan for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enterprise Funding                    | <p><b>Is funding available to help start-up businesses in the region as well as those attempting to grow?</b></p> <p>Following from the GFC, tightening credit standards continues to impact upon businesses' access to funding (Reserve Bank of Australia, 2011). However, access to funding, particularly for small to medium sized businesses, with limited access to other options (such as IPOs) is particularly important in stimulating entrepreneurialism. Increased innovation tends to result in increased competition and efficiency in the market (Gans, Rationales and Funding Mechanisms for Innovation in Australia, 2008). Innovation is not only crucial to future productivity and maintaining or building competitive advantage (Australian Productivity Commission, 2010), but public support for R&amp;D in Australia is key to the continued growth of multi-factor productivity across the economy and is considered an appropriate and necessary use of public funding (Gans, 2006).</p> | <p>The Geelong Industry and Innovation Fund, established by the Australian and Victorian Governments and Ford at the closure of the Ford engine plant provided access to investment funding and job creation for local manufacturers (Geelong Manufacturing Council, 2009). It is believed an ongoing fund of this type would greatly benefit the region's businesses. Prizes such as the ICT Geelong Invention Test, which provides \$50,000 in prize money, provide positive examples of innovation funding at an individual and firm level in the region, though there are few similar examples in other industries (ICT Geelong, 2011). Further, this funding is not targeted towards commercialisation of outcomes.</p> | <ul style="list-style-type: none"> <li>• <b>Increase development funding</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Facilitating the development of innovative start-ups in the region is needed to drive innovation and growth. Creating an atmosphere that encourages entrepreneurship is important to driving growth in the region.</li> </ul> </li> <li>• <b>Increase funding for innovation test prizes</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Providing funding for innovation tests prizes to further incentivise the development competitions. This would foster an innovative culture in the region that would provide widespread benefits across industries.</li> </ul> </li> </ul> |
| Access to Domestic and Export Markets | <p><b>Do businesses in the region have access to domestic and export markets?</b></p> <p>Demand conditions are important and will drive business attraction (NCC, 2010). Demand factors are also likely to guide product development and innovation, supporting future business expansion. The role of co-location and development of supply chain connections are also key factors in creating a dynamic marketplace that can support new ventures (Feldmann, 2003). Inadequate infrastructure can lead to bottlenecks and can result in highly inefficient practices (OECD, 2006). Improving infrastructure can result in increased private investment, increased productivity and, as a result, increased economic growth, which is essentially facilitating market access.</p>                                                                                                                                                                                                                               | <p>The G21 region's economy is vibrant and diversified, with a strong manufacturing base (producing around 20% of value added) (ABS, 2007). Available land, population growth, well-networked businesses and good infrastructure position the region well to grow, particularly in the area of Armstrong Creek (Conics, 2009). Co-locational supply chain benefits have been realised by the Geelong Food Co-Products Cluster and the Geelong Manufacturing Council's Engineering Network, but there are few commercial examples from other industries, indicating value chains in the region are not currently a focus for development at an industry level.</p>                                                            | <ul style="list-style-type: none"> <li>• <b>Build and expand the local value chain for key sectors</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Develop and encourage increased local activity in the value chains of key industry sectors and operations. This will strengthen firm and industry level innovation.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                             |





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| Topic                                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Recommended Action Priority for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local Point of Difference/<br>Specialisation        | <b>Does the region offer points of difference that business and industry operators can leverage to capture market share?</b><br>Building upon existing natural and competitive advantages and areas of specialisation of a region can assist in business attraction. Industries which are already experiencing growth are likely to have existing or evolving local supply chains, local and possibly export demand, specialised labour requirements and appropriate infrastructure and a competitive business environment. Generating this environment across a range of industries will create a highly attractive environment to new businesses. | The region provides strong clustering and networking for a variety of industries, as well as options for the further development of industries that are difficult to locate elsewhere, such as intensive agriculture (Enterprise Connect, 2010). In addition to this, the region's existing and traditionally strong manufacturing heritage provide many opportunities for potential new businesses and industries, although the promotion of innovative and commercial R&D outcomes in the region is currently not well supported by media activities (Enterprise Connect, 2010). There is currently little linking of less traditional industries such as surfing and intensive agriculture to existing industries and promotion of these emerging industries and their associated opportunities requires further development at a regional level to leverage these capabilities. The size and strength of the health industry in the G21 region is another example of a potential inter-industry opportunity that is currently not leveraged adequately. | <ul style="list-style-type: none"> <li>• <b>Identify and promote areas of specialisation and capability</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Developing a regional understanding of what the region is capable of and promoting this internally and externally should be part of broader efforts to generate new economic activity.</li> </ul> </li> <li>• <b>Develop supply chains around newly identified opportunities</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. Incubating new industries through developing the supply chains needed to provide for their development and operation is critical to promoting firm and industry-level innovation.</li> </ul> </li> </ul>                                                                                                                                                          |
| Collaboration &<br>Flow of<br>Information/<br>Ideas | <b>Do firms in the region interact freely and openly?</b><br>Inter-organisational collaboration is understood to result in synergies of knowledge and innovation (Hardy <i>et al.</i> , 2003) for all parties involved, resulting in greater economic growth and higher business survival rates. Assisting collaboration within and across industries and supply/value chains will result in greater problem solving, innovation and adoption of new technologies/ techniques through collaborative problem resolution (Enterprise Connect, 2010).                                                                                                  | The G21 region is well networked and the operating environment is very collaborative, with many functional industry clusters and bodies (Enterprise Connect, 2010). Inter-industry collaboration is less common, though there are working examples of cross-industry developments. Key in facilitating innovation at the firm level is the bringing together of new ideas and viewpoints to address old problems, which then has the opportunity to facilitate the growth and development of new industry value chains and supply lines, a key requirement of innovation at the industry level. Assessing these opportunities is difficult to coordinate for the G21 region, as there is no body or organisation that actively assesses supply chain issues and opportunities to drive industry innovation.                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• <b>Implement standing regional innovation board to identify supply chain issues and relevant experts</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. Bringing together key cross-industry figures and researchers to identify and develop solutions for regional issues across supply chains. This process will facilitate the development of industry-level innovation.</li> </ul> </li> <li>• <b>Develop cross-industry supply/ value chain focused workshops</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. Promoting the interaction of operators between silos to develop solutions is key to promoting innovation in the G21 region and driving multi-factor productivity. Key in this will be focusing the forums on the existing issues or problems that need to be solved.</li> </ul> </li> </ul> |



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| Topic                             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Current G21 Region Capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Recommended Action Priority for the G21 Region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| Co-location Of Supply Chain Links | <p><b>Is there clustering of supply chain links?</b></p> <p>The supply chain is a co-ordinated network of suppliers, manufacturers, distributors and customers. Co-ordinated supply chains benefit all participants who share information, innovation, decision making and supply chain strategies. By working together each of these components of the supply or value chain is more able to achieve their goals. Through co-ordinated activities, increased productivity and cost efficiencies are produced (Chen, 2006). The development of co-locational business parks that contain significant supply chain linkages can provide significant economic benefits to a region and industry (Feldmann, 2003).</p> | <p>While there is co-location of traditional industries such as manufacturing – the region is yet to develop significant supply-chain based clustering at an industry level (Enterprise Connect, 2010). The G21 region has significant potential opportunities to create locational clusters in greenfield industrial and business areas such as the Geelong Ring Road Employment Precinct and the Keystone Business Park, though this has not yet occurred. Developing these new greenfield opportunities into valuable and innovative commercial areas will require consideration of the supply and value chains of the businesses occupying them. Attracting businesses with similar supply and value chains is usually assisted in these developments by the attraction of a well-known anchor tenant to 'brand' the development.</p> | <ul style="list-style-type: none"> <li>• <b>Secure anchor tenant for business developments</b> <ul style="list-style-type: none"> <li>◦ Priority – High. Securing anchor tenants for business developments in the region (eg. Ritchie Brothers Machinery Auctions at Geelong Ring Road Employment Precinct) would help establish supply chain demand, which would in turn provide regional capacity and co-locational advantages. These tenants should be identified based around their ability to leverage existing or provide new clustering of supply or value chain links.</li> </ul> </li> <li>• <b>Examine supply/ value chain for key businesses and industries in the region</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. Analyse local supply and value chains to identify opportunities for co-location and targeting of investment attraction activities.</li> </ul> </li> <li>• <b>Develop business clustering in new developments</b> <ul style="list-style-type: none"> <li>◦ Priority – Medium. Creating business developments with well networked and geographically co-located supply chains is critical for developing an innovative environment. This typically requires a key anchor tenant or critical mass of activity in a precinct to demonstrate demand and attract support sector businesses. Clustering should be focused around supply and value chain co-location to maximise spill over benefits and the opportunities for firm and industry level innovation.</li> </ul> </li> </ul> |

Source: Raimail (2005), OECD (2011), Chumble and Chen (2006), Reserve Bank of Australia (2011), OECD (2011), Hardy *et al.* (2003), The Conference Board (2011), Blakemore and Herrendorf (2009),.



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## Summary of Action Areas

Assessing the requirements of the G21 region across the common areas of focus used above – Live, Move and Work – provides a clear, evidence-based picture of the multitude of required actions to enhance living, moving and working in the G21 region. Neither an *ad hoc* approach nor an attempt to address each issue in isolation will deliver the optimal outcome. However, examining the connections and commonalities between the issues and actions allows the development of work packages that leverage off each other and work toward a common end game. The imperative to deliver on some of these packages before others will be key in developing a systematic and targeted economic development program for the G21 region.

The following are identified as being of high priority, that is, they are anticipated to have great effect on the overall development of the region (e.g., will have catalytic effects and/ or is required to progress other opportunities), are likely to require intervention and interaction of multiple tiers of stakeholders (i.e. business and/ or industry and/ or government) to be achieved and will not occur without specific action. The following list is presented in the order in which they are identified, which does not represent any priority ranking:

- **Provide solutions for the regional public transport connectivity of areas across the G21 region:** While access to services is important to all residents, the ability of low-income residents to access services often relies heavily on their ability to access reliable public transport. This is an issue that requires addressing across the region;
- **Proactively develop infrastructure that leads growth rather than lags development:** Developing infrastructure ahead of strong growth in key areas is critical to maintaining living standards and liveability for the region. An example of this type of development would be the completion of the Geelong Ring Road to Torquay in anticipation of the strong growth expected in the Surf Coast and Armstrong Creek;
- **Maintain housing affordability across a range of housing types throughout the region:** Keeping housing affordable requires consistent and sustained attention, however as affordability problems are currently located at a sub-regional level this should be addressed by the individual LGAs along with a commitment by State Government to the redevelopment and regeneration of housing stock and community capacity building in lower socio-economic and disadvantaged areas;
- **Locate services in areas of disadvantage:** The location of services in areas of disadvantage could be an important factor in breaking cycles of disadvantage, family health problems and unemployment;
- **Rationalise and refine reskilling and training programs for low-income and less-qualified residents to enhance delivery:** The functional capacity of the existing underutilised labour force requires a focus on building worker capabilities, particularly those in the low-income and low/ no -skilled categories. Rationalising existing programs and refining the scope of their operations will enhance their outcomes. This focus should be on identifying and overcoming barriers to employment to disadvantaged and remote residents. Improving the earning capacity of low-income and low-skilled residents requires programs to focus on identifying and overcoming barriers to employment and skilling for these residents. Whether this program follows the action plan developed by the Career Development and Skills Service (CDSS) project or not should be reviewed prior to implementation.;
- **Develop career transition and upskilling capability:** Providing upskilling and training programs that allow movement between training schemes and between career paths will enable workers to more easily adapt to changing work environments and move between fields/ job roles to further their career and future employment opportunities;



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- **Attract large employers:** Attracting large employers to the region (particularly Geelong) expands the scope of available employment options for residents in terms of skilled employment. This should be actively pursued by Councils and the G21 region as a whole and leverage the success of the Traffic Accident Commission (TAC) relocation;
- **Drive residential density in the CBD:** Increasing the number of residents in Geelong CBD is required to form a critical mass of local demand for cultural and leisure offerings. This will require revisions of planning overlays and possible landholder consolidation to achieve;
- **Encourage the development of critical mass for cultural activity through higher density accommodation in Geelong CBD:** Without an adequate population base in Geelong CBD to provide patronage for cultural offerings, increased cultural activity will be unsustainable and ultimately harmful for the cultural reputation of the region. Increasing the number of residents in central Geelong in high-density accommodation is key to building this critical mass of patrons;
- **Examine existing infrastructure, including inter-modal and cross-modal interfaces:** Developing an understanding of the region's transport, freight and logistics networks' capacities will be critical to building a region that moves;
- **Develop future infrastructure needs forecasts based on likely development:** Modelling the likely future demand for transport, freight and logistics infrastructure in the G21 region is required to inform the region's future growth plans;
- **Invest in road infrastructure to better link Torquay and Great Ocean Road with existing network:** Enhancing the experiential amenity of accessing the Great Ocean Road and the Surf Coast's tourism assets (such as Bells Beach), will stimulate existing tourism in the region as well as provide strong infrastructure for development of new sectors;
- **Monitor infrastructure capacity and flow around activity centres:** Understanding the ability of existing infrastructure to effectively deal with forecast growth is essential for managing the rollout of essential services. The body of work being developed under the G21 Regional Land Use Plan should go a significant way to providing the body of evidence needed to assess this;
- **Develop fundamental ICT infrastructure to ensure position on first rollout:** Upgrading existing infrastructure to a level that allows NBN Co to roll out fibre easily will ensure position on the first rollout, which is critical for the region;
- **Improve public transport availability/efficacy for commuters in inner urban and regional areas:** Improving the availability and efficacy of public transport for commuters in the G21 region, particularly for those in regional areas and Geelong CBD is critical for the development of the region. This requires improving frequency and reliability of service to those areas which require public transport most (eg. areas with low motor vehicle access);
- **Improve intra and inter-regional connectivity:** Improving the ability of both residents and tourists to travel into and out of the G21 region using public transport is critical for improving the liveability of the region. It is also important for developing new options for intra-regional tourism, such as public transport access to surf attractions and natural parks;
- **Encourage interaction of clusters and industry groups:** Encouraging the supply of information and problem-solving between and across industry groups is crucial for driving innovation in the region;
- **Increase development funding:** Facilitating the development of innovative start-ups in the region is needed to drive innovation and growth. Creating an atmosphere that encourages entrepreneurship is important to driving growth in the region;
- **Increase funding for innovation test prizes:** Increasing funding for innovation tests prizes to further incentivise the development competitions. This would foster an innovative culture in the region that would provide widespread benefits across industries;



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- **Build and expand the local value chain for key sectors:** Develop and encourage increased local activity in the value chains of key industry sectors and operations. This will strengthen firm and industry level innovation; and
- **Secure anchor tenant for business developments:** Securing anchor tenants for business developments in the region would help establish supply chain demand, which would in turn provide regional capacity and co-locational advantages. These tenants should be identified based around their ability to leverage existing or provide new clustering of supply or value chain links.



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## Appendix C: Strategy Tool Box

Many of the following themes have synergies with one another and reinforce each other to provide better outcomes. They have been organised in a fashion to keep tasks and activities distinctly separate but there is natural overlap between them. These themes work well together and create a self-reinforcing system that will increase the competitiveness of the region and assist to drive its future economic development.

### Attracting Investment

**Objective:** Securing business investment and jobs.

**Rationale:** Investment is required to facilitate business and jobs growth, be it new business and industry coming to town or a local business or industry making a significant expansion. The investor needs to recognise the region as a location that is business ready and more specifically, know and understand the relative advantages of the region and why this is the best region for their investment. Increasing investments in infrastructure as well as business expansion will help grow and diversify the economy.

**Tasks:**

- **Develop and execute a proactive business development program:** A pro-active business development program will outline key activities and goals for attracting investment to the G21 region. The primary objective of business development is to identify and engage with prospective investors. The activities involve generating and managing a variety of relationships that create a pipeline of potential investors. The program should be geared toward personal engagement and leveraging numerous partnerships;
- **Support local business expansion:** Existing businesses tend to be responsible for 60%-80% of private sector investment and job growth in most advanced economies. Assisting existing local businesses to grow will increase local jobs, assist the economy to grow and increase skills as well as helping to raise the level of innovation in the region. There is already a high degree of business networking throughout the G21 region, and these networks should be leveraged to support local business growth.
- **Facilitating investment:** Building a stronger business environment will assist the economy to grow. Providing important and relevant information to potential investors can help them in making the final investment decision. Often customer service levels and the way in which an investor is treated can have a significant impact on the investment decision. Building confidence in an investor in both the location and the local team (i.e. government bodies, local companies, educational providers, etc.) can help facilitate investment as much as accurate and timely information.

### Encouraging Innovation

**Objective:** Encourage a culture of innovation within the G21 region that produces relevant knowledge for business and industry.

**Rationale:** Innovation is borne from the individual, but is enabled and encouraged by skills development, encouragement and interaction with others. Providing innovative environments and support systems will set the G21 region apart as a region where innovation is encouraged and ideas flourish. This environment will see innovation develop internally from those stakeholders within the region, but also from those who relocate to the G21 region to facilitate their ideas.

**Tasks:**

- **Skilling the individual:** Human resource development and skills base development are important at both the firm and industry level. Technology and innovation are interlinked with the skills and capacity of workers to develop or operate new technology. As such, it is important that the skills base of the region is developed to raise the capacity and capability of the region to recognise innovative opportunities and achieve them.





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- **Identifying and drawing our innovation at the firm level:** Bringing people together to find new solutions for existing problems is a key component of developing innovation at a firm level. Frequently firms understand their products, markets and operating environments, however, are focussed on their particular areas of technical expertise and do not fully recognise alternative and/ or new ways for old processes, or indeed new solutions for old problems. In short, assisting existing industry to identify what it is 'that they don't know' is key in driving innovation at the firm level. Bringing together external expertise or cutting edge research to address existing industry processes or problems is important in identifying where there may be new solutions to either old or assumed to be insurmountable problems.
- **Developing new industry:** Where new processes or solutions are identified within an existing firms operations, they should be explored further to identify the market opportunity throughout the industry, as well as through other industries that utilise similar processes or technologies. This process is equivalent to the development of new industry value chains and relationships.
- **Funding innovation:** Transforming innovative ideas into innovative activities in reality requires substantial amounts of funding, particularly in the formative stages. For many innovators, access to funding is usually a key obstacle in launching a new idea into the commercial realm. In overcoming these obstacles a number of different programs can be fostered within the G21 region to assist with funding innovation, such as:
  - **Innovation Commercialisation Fund:** Establishing an innovation commercialisation fund in the G21 region would assist businesses in transforming their innovative ideas into commercial activities. Businesses which access the fund would be those businesses that have identified an innovative opportunity, developed the product, tested the market and developed a robust business case for the launch of the product or idea. The Innovative Commercialisation Fund would then allow for these businesses to take their product to the next level. Establishment of an Innovation Commercialisation Fund relies heavily upon the region securing major partners to fund the innovation-commercialisation process, which can (but must not) include government.
  - **Angel network:** Establishing an Angel Network would assist the G21 region to encourage innovation at its most infant stages. This network would encourage early innovators to pursue their ideas by assisting funding of experimentation and market testing in its early stages. Establishment of an Angel network relies upon key partners for provision of bursaries and small grant funds for early stage entrepreneurs. This network is also important for connecting early stage innovators with the right networks and collaborators to assist incubating early stage ideas.
- **Commitment from research institutions:** Regional research and development entities such as the CSIRO, Deakin University and Barwon Health should work together to commit to a culture of commercialisation which will significantly enhance the region's capacity to act innovatively.

### **Skilling Individuals**

**Objective:** Enhance the skill level of the local workforce to highlight and see career development options and provide a 'can do' attitude.

**Rationale:** If residents can increase their skills, they may increase their contribution to the economy and may have more valuable employment opportunities, which will assist in delivering higher standards of living. At the same time, increases in innovation and R&D activities and capabilities of the region will result in a stronger and more knowledge-driven workforce over time. A highly skilled and entrepreneurial workforce can assist local companies to grow and attract new investment.

**Tasks:**

- **Skills formation and workforce development initiatives:** Developing the local G21 regional workforce and raising and diversifying the resident worker skills base will rely upon the delivery of easily accessible and relevant skills formation and workforce development initiatives. Developing a skilled workforce is not just about





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providing workforce development programs and courses but is also about making sure that local course provision is relevant for local industry skills application and that this course information is publicised to local industry and residents to ensure that there is a high level of skills development and skills-matching to meet the changing needs of local industry demand. Key initiatives which would assist with skilling individuals in the G21 region include:

- **Provide Skill and Career Transfer Programs:** Changing between qualification streams and skill development courses can be difficult and costly for individuals, hindering the flexibility of the workforce and labour supply in the region. Providing skill and career transfer programs to assist with this movement between streams would build capacity in the region in the fields and areas required by industry. It will also assist residents who find their skills are no longer in demand to re-enter the workforce, addressing areas of disadvantage and areas of transition.
- **Provide Retraining and Upskilling Programs:** Providing programs to enable low-income and disadvantaged residents to access retraining and upskilling programs will help address areas of disadvantage by providing opportunities for career advancement and career mobility to vocationally trained residents.
- **Provision of appropriate education infrastructure, courses and training:** Improving accessibility to education and training infrastructure and appropriate courses in the G21 region will aid in encouraging resident workers to participate in workforce development initiatives. Strengthening of the local education offering will ultimately assist in raising the skills profile of the region, whilst supporting local industry and innovation. Key initiatives for the provision of education infrastructure, courses and training include:
  - **Formation of an Industry-University Collaborative for existing and emerging industry:** Formation of an industry-university collaborative will assist in identifying skills gaps or areas of high demand for existing and emerging industry. The Collaborative will facilitate the communication of these needs to the education sector to ensure that the provision of courses reflects the actual skills requirements of local industry. This cross-communication between industry and the education sector will ensure that a higher level of efficiency or 'skills-matching' occurs within the region - also ensuring a certain level of job security for those newly trained graduates entering the local job market. This function could be carried out by the research centre.
  - **Attraction of a second university:** The presence of Deakin University in the region is a major positive for employment and skill generation, but attracting a second university would give the region not only a more competitive tertiary sector but increased opportunity for skill development and innovation.

## Changing Perception

**Objective:** To promote an accurate perception of the G21 region, a region known for its business performance, lifestyle characteristics and quality community infrastructure.

**Rationale:** The G21 region, and in particular Geelong City, has a miss-placed perception of being a trade based manufacturing region. Perceptions often become reality. The importance of how the region is perceived around Australia and the world is important to fostering an environment conducive to economic development and growth. The region's perception of itself and its external projection of this image is incredibly important for economic development. Areas that can conjure images of success provide more confidence to businesses and investors.

### Tasks:

- **Identification of regional promise** (now, and 3-5 yearly increments): Development of a regional brand or 'promise' for the G21 region will assist in changing the perception of the region for both internal and external stakeholders. This promise will be important to pronounce and identify that change is occurring and provide a focal point and/ or key message that the G21 region is on the rise.
- **Develop a clear and concise marketing program and associated marketing materials:** Once the regional promise and image has been established, a clear and concise marketing program over the short, medium and longer term will be required



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to promote the region and change perceptions for both internal and external stakeholders. This effort will require the development of a suite of marketing materials to support activities outlined within the program. Key activities and materials to be developed include:

- Development of an up-to-date and engaging website that provides functional aspects to effectively promote the region (i.e. available sites for investment, updated news regarding economic successes, key events, etc.).
- Development of a regional investment prospectus, economic updates, regular news items, industry profiles and regional data sets which are easily accessible to stakeholders in a centralised location.
- Promoting the region at targeted trade shows and conferences.
- Undertake a targeted marketing and branding campaign for the G21 region, focused in key markets at specific market segments.
- Actively celebrate the region's success through news items, marketing materials and events. It is important to widely promote region as a successful and supportive business environment.

## Securing Funds

**Objective:** Assist government, business and individuals secure funds for capital infrastructure, business investment and development of innovation.

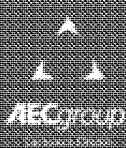
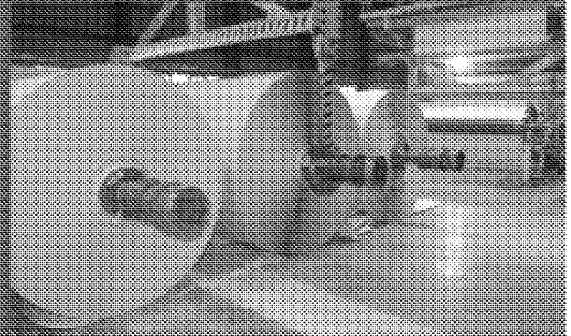
**Rationale:** Capital investment is required to develop and enhance infrastructure, business growth and realise the potential of new ideas. Coordinated investment from a range of investors is required to ensure that sufficient and appropriate levels of funding are received to deliver required outcomes.

### Tasks:

- **Lobbying and advocate for funds:** It is the role of government to lobby and advocate for funds to support major infrastructure development to support economic growth. Key steps for securing major infrastructure investment include:
  - Develop the evidence base and business case.
  - Ensure that all relevant stakeholders are engaged and 'on the same page' regarding the advocacy agenda for the region to ensure that a consolidated and coordinated approach to major infrastructure investment is taken.
- **Provide a range of innovation and commercialisation funding options** at the business and industry level through establishment of collaborative networks and funding cooperatives. These include:
  - **Angel Network:** Collection 8-15 stakeholders, likely local, that have an interest in seeing new ideas and innovation encouraged in the G21 region, contribute \$100,000 to \$250,000 to supporting new ideas from inception through to concept development.
  - **Commercialisation Fund:** Larger fund (\$2-\$5 million per year) that is used to support and grow well established and founded business ideas and initiatives.
  - **Provide Industry Innovation Funding:** Leveraging the high level of industry collaboration and cooperation by providing innovation funding at an industry level will drive the development of a more innovative problem-solving environment in the G21 region. This will also help attract new businesses to the region.
- Promotion of business success in the G21 region: Broader promotion of the business success in G21 region will assist in communicating to bankers and commercial lenders that the G21 region is a low risk investment environment.







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Economic Development Strategy



## Summary of submissions to Colac Otway Shire Amendment C67 – Salinity Management Overlay

### Submissions objecting to or agreeing with the Amendment

| No | Key issues/points/concerns                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Response/Action/Status                                                                              |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 4  | <ul style="list-style-type: none"> <li>Considers that following past drainage and re-grassing work the land is no longer affected by salinity.</li> <li>Water quality testing of dam on 24 June 2005 by NRE (DSE) rated salinity levels low and water quality good.</li> </ul>                                                                                                                                                                                                                                                                                                                           | Site inspected by Peter Dahlhaus. Salinity presence/buffer reviewed. Recommend referral to a Panel. |
| 5  | <ul style="list-style-type: none"> <li>No logic to boundaries which do not follow natural contours.</li> <li>Devalues farm land values, expect rate refund and future rate reduction.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                         | Site inspected by Peter Dahlhaus. Salinity presence/buffer reviewed. Recommend referral to a Panel. |
| 7  | <ul style="list-style-type: none"> <li>Accepts part of land has an existing salinity issue but questions the extent mapped in the overlay.</li> <li>Believes the extent of salinity affected area has not changed in the last 70 years and the mapped overlay extends into good pasture and higher ground closer to Harris Street, Irwellipie Road and Lawes Street, none of which shows signs of being affected by salinity.</li> <li>Effects on future residential development and land values.</li> <li>Requests a re-inspection to review and to be present to see methods of assessment.</li> </ul> | Site inspected by Peter Dahlhaus. Salinity presence/buffer reviewed. Recommend referral to a Panel. |
| 8  | <ul style="list-style-type: none"> <li>Amendment is out of date based on data up to 10 years old and unnecessary because saline problems have been ameliorated through climatic change and work programs.</li> <li>Overlay mapped area is much larger than that shown to be saline affected during 1951 to 1972.</li> <li>Effects on land values.</li> <li>Overlay does not distinguish between primary and secondary salinity with little impacts now on low lying secondary saline affected land.</li> <li>Requests to be heard at a Planning Panel if mapped areas are not reviewed.</li> </ul>       | Site inspected by Peter Dahlhaus. Salinity presence/buffer reviewed. Recommend referral to a Panel. |
| 9  | <ul style="list-style-type: none"> <li>No evidence of an increase in salinity and see no benefit in overlay.</li> <li>Saline lakes have not changed.</li> <li>Effects on land values.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                         | Site inspected by Peter Dahlhaus. Salinity presence/buffer reviewed. Recommend referral to a Panel. |

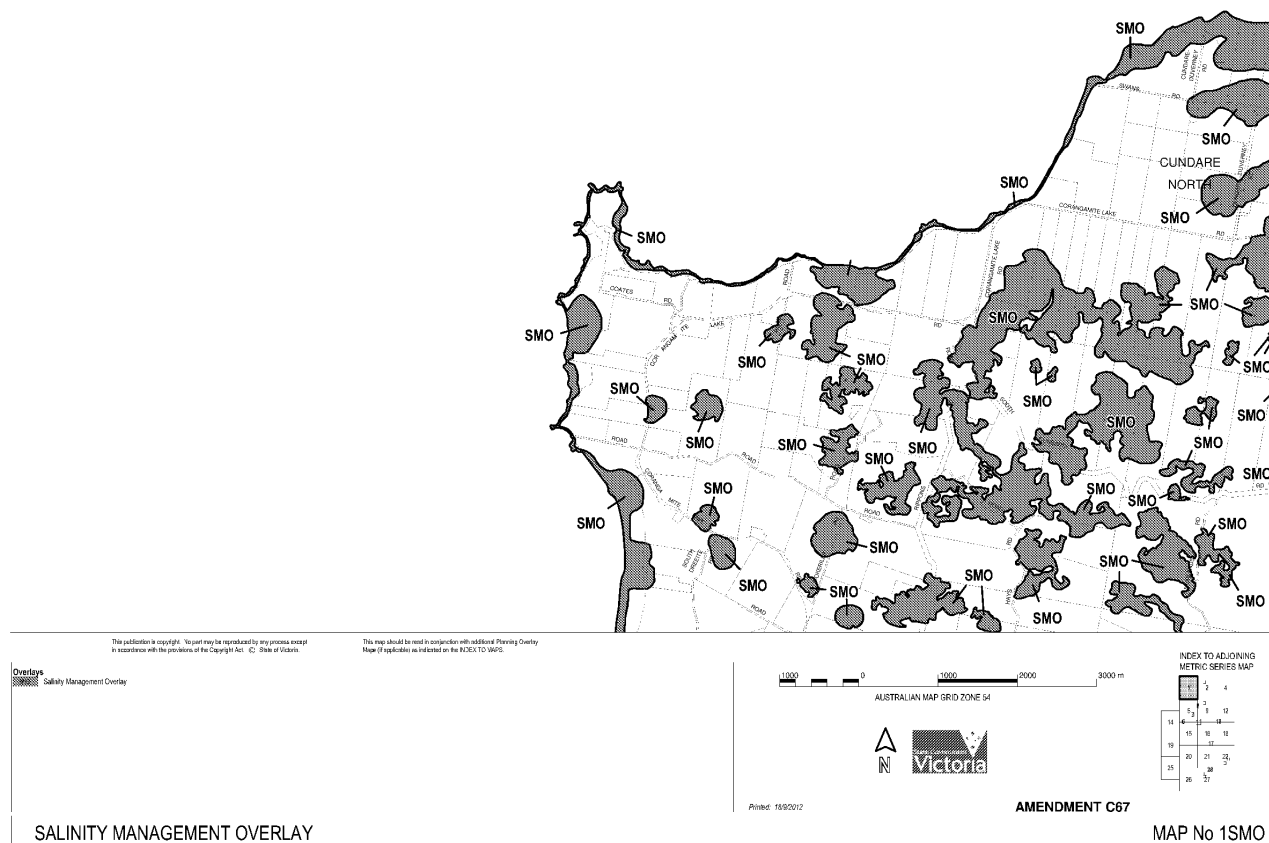
|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10 | <ul style="list-style-type: none"> <li>No evidence of an increase in salinity and see no benefit in overlay.</li> <li>Saline effect has reduced since the effects of the last drought and land returned to production.</li> <li>Effects on land values.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Site inspected by Peter Dahlhaus.</p> <p>Salinity presence/buffer reviewed.</p> <p>Recommend referral to a Panel.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 11 | <ul style="list-style-type: none"> <li>As past Municipal Building Surveyor for Council recalls a meeting about 5 years ago between the Corangamite CMA and Council at which Council determined, at that time not to pursue introducing the SMO into the planning scheme.</li> <li>Supports the idea of the Amendment influencing land use planning to ensure problems of salinity affecting land use are countered.</li> <li>With respect to subdivision and infrastructure, considers in-ground services and infrastructure should be designed and constructed for appropriate time periods and design life.</li> <li>Concern over the SMO requiring planning permits for building works. These concerns relate to: <ul style="list-style-type: none"> <li>Lack of evidence to justify use of the SMO.</li> <li>The suitability of planning to regulate building construction.</li> <li>Liability and resource issues for Council and additional inefficiencies of planning permit processing.</li> </ul> </li> </ul> | <p>The comments in this submission are broader in nature and unlike the other submissions do not relate to mapping issues.</p> <p>There appears to be a misunderstanding of the purpose of the SMO and its role in the planning system, as compared to what occurs under the building control system.</p> <p>The SMO is an existing planning tool under the Victoria Planning Provisions (VPPS) and relates to land management hazards similar to tools that regulate development activity in areas that are identified as being an erosion, flood or bushfire hazard.</p> <p>The SMO does not regulate land use but development activity (i.e. to construct a building or works including removal of vegetation).</p> <p>This role in triggering permits for such works is perhaps what has triggered this submission because of a perceived duplication with what processes are available under the building permit process for protecting buildings from saline affected soils.</p> <p>It is true to say that the SMO does contain a permit trigger for constructing a building, however, the emphasis of the SMO is not on the technical construction aspects of construction of a building (this is what the building approval process is for) but rather on the siting and design aspects of where a building is to be located in relation to saline affected soils. The emphasis is also that if a building is to be located on saline affected soils, the building should be designed to avoid impacts in the future from salinity. These are questions of planning and future effects of development as opposed to the finer details of building construction.</p> <p>With respect to the generation of application workloads and Council resources and liability, it is not expected that workloads will grow to a level that will impair Council's ability to process planning applications or to maintain its ability to comply with its statutory duties under the Planning and Environment Act.</p> |

|                                                                  |                                                                                                                                                                                                                                                                                                               |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                  |                                                                                                                                                                                                                                                                                                               |                    | <p>Applications that are triggered under the SMO are required by the overlay to submit appropriate documentation to support the proposed development and will be required to satisfy council that the impacts on the environment from the development and impacts on the development from the environment can be avoided or appropriately mitigated.</p> <p>The planning process acts in conjunction with the building approval system to effect good integrated outcomes that allow appropriate development to occur.</p> <p>It should be noted that subdivision and vegetation removal are not dealt with by the building approval system.</p> <p>Liability is improved for Council because the SMO will show up on property information certificates to make aware prospective purchasers that salinity occurs on the land and will allow them to make further inquiries to satisfy themselves before they purchase.</p> <p>The building approval system alone does not do this and also does not act early enough in the land development process to determine whether proposals are satisfactory or not – hence the need for the overlay given that salinity has been mapped across the Shire and is known.</p> <p>Recommend referral to a Panel.</p> |
| 12                                                               | <ul style="list-style-type: none"> <li>Describes considerable landcare and revegetation work.</li> <li>Advises that the soils can vary between seasons with waterlogging.</li> <li>Generally in agreement with the principals of the Amendment and the exemptions so long as there is flexibility.</li> </ul> |                    | <p>The submission is noted.</p> <p>Recommend referral to a Panel.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Submissions from referral and other statutory authorities</b> |                                                                                                                                                                                                                                                                                                               |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>No</b>                                                        | <b>Authority</b>                                                                                                                                                                                                                                                                                              | <b>Main points</b> | <b>Response / Action</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 1                                                                | EPA                                                                                                                                                                                                                                                                                                           | No objection       | That the submission be noted. Refer to a Panel.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2                                                                | VicRoads                                                                                                                                                                                                                                                                                                      | No objection       | That the submission be noted. Refer to a Panel.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 3                                                                | CFA                                                                                                                                                                                                                                                                                                           | No objection       | That the submission be noted. Refer to a Panel.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 6                                                                | APA GasNet Australia Pty Ltd                                                                                                                                                                                                                                                                                  | No objection       | That the submission be noted. Refer to a Panel.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





## COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



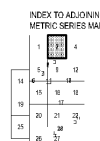
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**AMENDMENT C67**



MAP No 2SMO

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**Overlays**  
Salinity Management Overlay

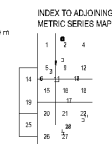
**SALINITY MANAGEMENT OVERLAY**

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AUSTRALIAN MAP GRID ZONE 54



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**AMENDMENT C67**



**MAP No 3SMO**

**COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION**



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**Overlays**  
Salinity Management Overlay

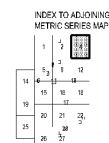
**SALINITY MANAGEMENT OVERLAY**

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AUSTRALIAN MAP GRID ZONE 54



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**AMENDMENT C67**



**MAP No 4SMO**

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



Overlays  
Salinity Management Overlay

SALINITY MANAGEMENT OVERLAY

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AUSTRALIAN MAP GRID ZONE 54



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AMENDMENT C67

INDEX TO ADJOINING  
METRIC SERIES MAP

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| 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 |

MAP No 5SMO



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Overlays  
Salinity Management Overlay

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INDEX TO ADJOINING METRIC SERIES MAP

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| 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 |

SALINITY MANAGEMENT OVERLAY

MAP No 6SMO

## A detailed map of the Cororooke area, showing a network of roads, property boundaries, and a large body of water labeled 'SMO' in the bottom left. The map includes labels for 'COROROOKE' and 'FACTORY'. The map is oriented with North at the top. The 'SMO' area is a large, dark, irregular shape on the left side. The 'COROROOKE' area is a large, light-colored area on the right side. The 'FACTORY' is a small, rectangular building in the center. The map shows a complex network of roads and property boundaries, with many small, rectangular plots. The roads are labeled with names like 'COROROOKE ROAD', 'FACTORY ROAD', and 'SMO ROAD'. The property boundaries are indicated by dashed lines. The map is a technical drawing, likely a cadastral map, showing land ownership and boundaries.

This map should be read in conjunction with additional Planning Overlay Maps (if available) as indicated on the INDEX TO MAPS.

INDEX TO ADJOINING  
METRIC SERIES MAP

|    |    |    |    |
|----|----|----|----|
|    | 1  | 2  | 4  |
| 14 | 6  | 8  | 12 |
| 19 | 15 | 18 | 11 |
| 25 | 20 | 21 | 22 |
|    | 26 | 27 |    |

MAP No 7SMO

## SALINITY MANAGEMENT OVERLAY



# COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



Overlays  
Salinity Management Overlay

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AUSTRALIAN MAP GRID ZONE 54



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AMENDMENT C67

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SALINITY MANAGEMENT OVERLAY

MAP No 9SMO

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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Overlays  
Salinity Management Overlay

SALINITY MANAGEMENT OVERLAY

100 0 100 200 300 400 500 m  
AUSTRALIAN MAP GRID ZONE 54



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MAP No 10SMO



**COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION**



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**Overlays**  
Salinity Management Overlay

200 0 200 400 600 800 1000 m  
AUSTRALIAN MAP GRID ZONE 54



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| 5  | 9  | 8  |
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| 8  | 12 | 11 |
| 9  | 13 | 12 |
| 10 | 14 | 13 |
| 11 | 15 | 14 |
| 12 | 16 | 15 |
| 13 | 17 | 16 |
| 14 | 18 | 17 |
| 15 | 19 | 18 |
| 16 | 20 | 19 |
| 17 | 21 | 20 |
| 18 | 22 | 21 |
| 19 | 23 | 22 |
| 20 | 24 | 23 |
| 21 | 25 | 24 |
| 22 | 26 | 25 |
| 23 | 27 | 26 |
| 24 | 28 | 27 |
| 25 | 29 | 28 |
| 26 | 30 | 29 |
| 27 | 31 | 30 |
| 28 | 32 | 31 |
| 29 | 33 | 32 |
| 30 | 34 | 33 |

**SALINITY MANAGEMENT OVERLAY**

**MAP No 11SMO**

**COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION**



Overlays  
Salinity Management Overlay

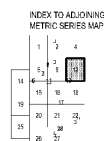
**SALINITY MANAGEMENT OVERLAY**

1000 0 2000 3000 m  
AUSTRALIAN MAP GRID ZONE 54



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**MAP No 12SMO**

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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Overlays  
Salinity Management Overlay

1000 0 2000 3000 m  
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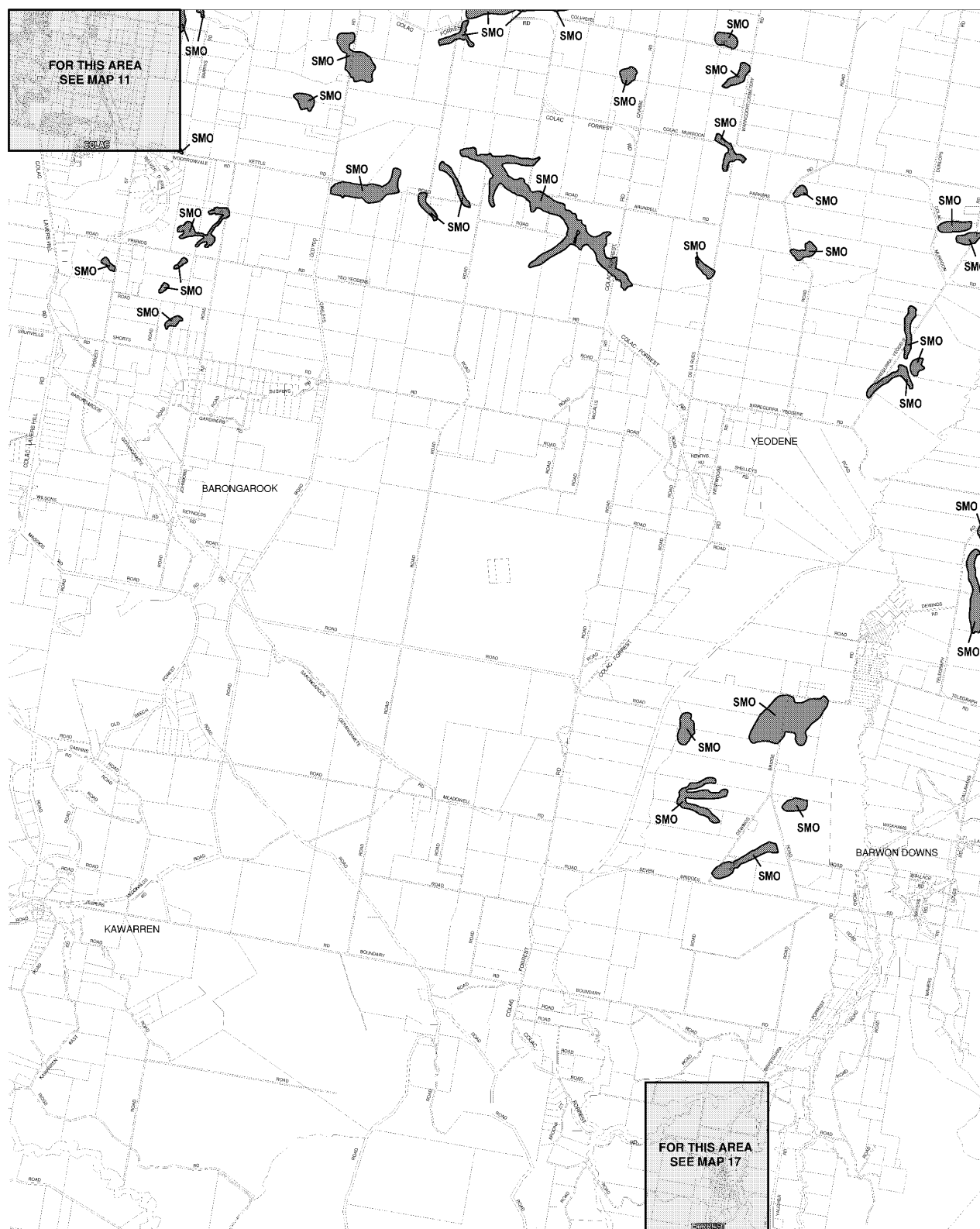
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SALINITY MANAGEMENT OVERLAY

MAP No 15SMO

# COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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Overlays  
Salinity Management Overlay

1000 0 1000 2000 3000 m  
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**COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION**



Overlays  
Salinity Management Overlay

**SALINITY MANAGEMENT OVERLAY**

1000 0 2000 3000 m  
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| 22 | 19 | 16 |
| 23 | 20 | 17 |
| 24 | 21 | 18 |
| 25 | 22 | 19 |
| 26 | 23 | 20 |
| 27 | 24 | 21 |

**MAP No 18SMO**

## COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



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Overlays  
Salinity Management Overlay

SALINITY MANAGEMENT OVERLAY

1:000 0 1000 2000 3000 m  
AUSTRALIAN MAP GRID ZONE 54



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MAP No 19SMO

**COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION**



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**Overlays**  
Salinity Management Overlay

1:000 0 1000 2000 3000 m  
AUSTRALIAN MAP GRID ZONE 54



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**AMENDMENT C67**

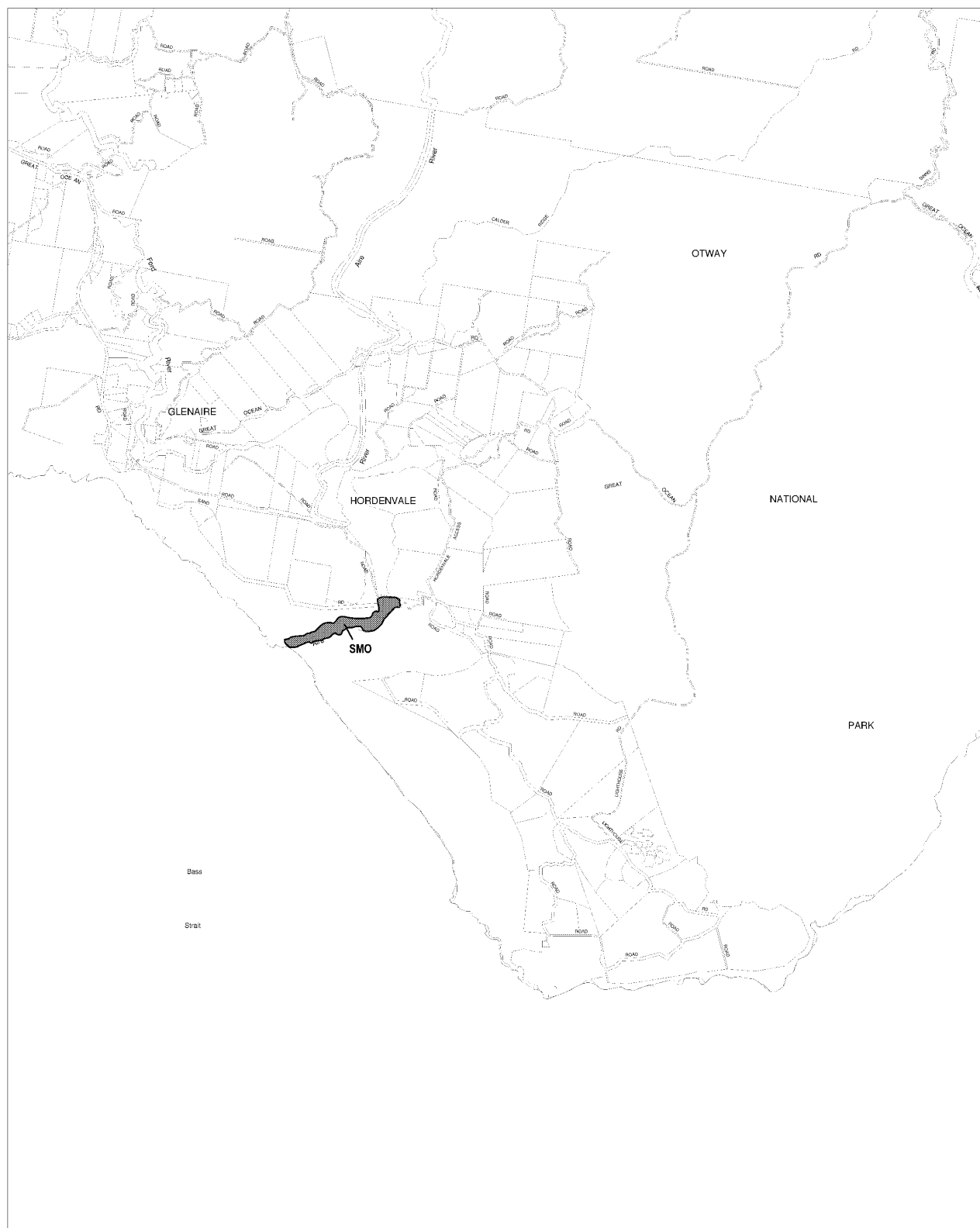
**INDEX TO ADJOINING  
METRIC SERIES MAP**

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| 5  | 6  | 7  | 8  |
| 9  | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 |
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| 25 | 26 | 27 | 28 |

**SALINITY MANAGEMENT OVERLAY**

**MAP No 25SMO**

**COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION**



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**Overlays**  
Salinity Management Overlay

1000 0 1000 2000 3000 m  
AUSTRALIAN MAP GRID ZONE 54



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**AMENDMENT C67**

**SALINITY MANAGEMENT OVERLAY**

**MAP No 26SMO**



## 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: Lake Colac Coordinating Committee Meeting

**Date:** 11 December 2012

**Time:** 1.00 pm

**Assembly Location:** COPACC Meeting Room 2 / Barongarook Creek between Chapel Street and Lake 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 Chris Smith

**Officer/s:** Stewart Anderson, Manager Environment and Community Safety  
Mike Barrow, Manager Economic Development  
Mick Cosgriff, Economic Development Officer  
Anneke Segrave, Environment Officer

**Matter/s Discussed:** Lake Colac Water Quality Report presented by Barwon Water.  
Barongarook Creek Tree Removal project next stage between Chapel Street and Lake Colac.  
Slashing of the reeds along the southern foreshore of Lake Colac.  
Barwon Water Reclamation Plant Outflows and having them classified as an environmental flow.  
The Committee's opposition to any proposed heavy vehicle bypass over Lake Colac.  
The remaining rock pile on the foreshore of Lake Colac.

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

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

**Councillors:** No conflicts of interest were declared

**Officer/s:** No conflicts of interest were declared

Left meeting at: 3.00pm

Completed by: Mick Cosgriff, Economic Development Officer.

H:\TRIMTEMP\CONTEXT.6064\ID12 84658 Assembly of Councillors Record - Lake Colac Coordinating Committee - 20121211.DOCX



# Councillor Workshop

Wednesday, 12 December 2012  
COPACC Meeting Room  
9.00 am to 3:15 pm

## ATTENDEES:

Cr Lyn Russell (Mayor), Cr Stephen Hart, Cr Chris Smith (10:30am – 10:36am),  
Cr Mick McCrickard (from 10:15am), Cr Terry Woodcroft (absent from 12:50pm –  
2:25pm), Cr Michael Delahunty (2:20pm – 3:15 pm), Cr Brian Crook

Rob Small (CEO)  
Colin Hayman (GM, Corporate & Community Services)  
Jack Green (GM, Sustainable Planning & Development)  
Neil Allen (GM, Infrastructure & Services)

## Part:

Doug McNeill, Gemma Browning, Blaithin Butler, Stewart Anderson, Dora Novak,  
Mike Barrow, Ranjani Jha, Carmen Lawrence, Margaret Giudice, Brett Exelby

**Apology:** Cr Michael Delahunty

## Agenda Topics

|                     |                                                                                                                                                   |                                                 |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| 9.00 am             | <b>Declaration of Interest</b><br>Cr Stephen Hart – C69<br>Doug McNeill – Planning Agenda Item 3 & C69                                            |                                                 |
| 9.00 am – 9.30 am   | <b>Planning Committee Briefing Session</b>                                                                                                        | Doug McNeill & Blaithin Butler                  |
| 9.30 am – 10.30 am  | <b>Planning Scheme Amendment C69 – Rural Living Strategy &amp; Forrest Structure Plan</b><br>Conflict of Interest – Cr Hart left Council Chamber. | Doug McNeill & Gemma Browning                   |
| 10.30 am – 10.36 am | <b>Planning Committee Meeting</b>                                                                                                                 |                                                 |
| 10.36 am – 10.55 am | <b>Apollo Bay Airfield &amp; Colac Airfield</b>                                                                                                   | Rob Small                                       |
| 10.55 am – 11.25 am | <b>Street Lighting Program – Financing Options</b>                                                                                                | Stewart Anderson/Dora Novak/Brett Exelby (part) |
| 11.25 am – 11.55 am | <b>Colac High School Masterplan</b>                                                                                                               | Mike Barrow                                     |
| 11.55 am – 12.20 pm | <b>Tourism Industry Support &amp; Development</b>                                                                                                 | Mike Barrow                                     |
| 12.20 pm – 12.50 pm | <b>Lunch</b>                                                                                                                                      |                                                 |
| 12.50 pm – 1.25 pm  | <b>Dredge &amp; Workboat Acquisition – Port of Apollo Bay (Confidential Item)</b>                                                                 | Ranjani Jha                                     |
| 1.25 pm – 1.45pm    | <b>Emergency Management Home Hardware Site</b>                                                                                                    | Rob Small                                       |
| 1.45 pm – 2.35 pm   | <b>Council Visioning Workshop</b>                                                                                                                 | Carmen Lawrence & Margaret Giudice              |
| 2.35 pm – 3.15 pm   | <b>Code Red Days Discussion</b>                                                                                                                   | Rob Small                                       |

## Council Meeting Running Order

Wednesday, 19 December 2012

**Venue – COPACC Meeting Rooms, Colac**

**Present:** Cr Russell (Mayor), Cr Hart, Cr Woodcroft, Cr McCrickard, Cr Delahunty, Cr Smith (from 1.00pm), Cr McCrickard

**Staff:** Rob Small, Jack Green, Colin Hayman, Neil Allen, Rhonda Deigan

**Conflict of Interest:** Nil

|                 |                                    |
|-----------------|------------------------------------|
| <b>12.30pm</b>  | <b>Lunch</b>                       |
| <b>12.55 pm</b> | <b>Councillor Briefing Session</b> |
| <b>3.00 pm</b>  | <b>Council Meeting</b>             |
| <b>6.20 pm</b>  | <b>In Committee Meeting</b>        |





## Creation of easement

Section 45(1) Transfer of Land Act 1958

### Privacy Collection Statement

The information from this form is collected by the Registrar of Titles under statutory authority and is used for the purpose of maintaining publicly searchable registers and indexes.

### Form 13

Lodged at the Office of Titles by:

Name: Harwood Andrews Lawyers  
Phone: 03 5226 85  
Address: 70 Gheringhap Street Geelong 3220  
Ref: Deborah Mann:21203226  
Customer Code: 2235J

The grantor being registered as the proprietor of the estate specified in the servient land transfers and grants to the grantee the registered proprietor of the dominant land for the consideration expressed the easement specified subject to the encumbrances affecting the servient land including any created by dealings lodged for registration before the lodging of this creation of easement.

Servient land 1: All that land marked E-1 on Plan for Creation of Easement drawn by M Majic and approved by D Moore dated 7th day of May 2012 (Plan for Creation of Easement) and being part of the land contained in certificate of title volume 6701 folio 028

Servient land 2: All that land marked E-1 on Plan for Creation of Easement drawn by M Majic and approved by D Moore dated 7th day of May 2012 (Plan for Creation of Easement) and being part of the land contained in certificate of title volume 8652 folio 259

Servient land 3: All that land marked E-1 on Plan for Creation of Easement drawn by M Majic and approved by D Moore dated 4th day of May 2012 (Plan for Creation of Easement) and being part of the land contained in certificate of title volume 7106 folio 186

Dominant land: Easement in gross in favour of Barwon Region Water Corporation.

Grantor: Colac Otway Shire Council of 2-6 Rae Street Colac 3250

Grantee: Barwon Region Water Corporation of 61-67 Ryrie Street, Geelong 3220.

Estate: In fee simple.

Consideration: \$1.00

### Easement:

The Grantor grants an easement over the land in E-1 on the Plan for Creation of Easement (**servient land**) to the Grantee for sewerage purposes, subject to the following conditions:

1. The Grantee and its employees, agents and contractors have the following rights at all times in relation to the servient land in E-1:
  - 1.1. full and free access to enter upon and pass over the servient land (with or without vehicles and equipment);
  - 1.2. to take onto and remove equipment from the land;
  - 1.3. to clear and excavate the land;
  - 1.4. to construct, build, lay or place sewer pipe works on, over or under the land;

- 2 -

- 1.5. to use and operate the sewer pipes and works on the land;
  - 1.6. to inspect, maintain, change, replace or renew, the sewer pipes or works on the land (including a change in their size or number);
  - 1.7. to remove any matter from or deposit any matter on the land; and
  - 1.8. to use such sewer or sewers or other works on the land for sewerage purposes.
2. In the exercise of the rights granted to the Grantee, the Grantee must do as little damage as possible to the servient land, surrounding land and any vegetation on the servient land and must properly fill in any excavations and restore the surface of the servient land in as near as reasonably possible to the condition which it was in immediately prior to the commencement of any works by the Grantee.
  3. The Grantor covenants not to erect, extend or permit the construction of any structure within the servient land nor allow any other person to erect or extend any such structure without the prior written approval of the Grantee.
  4. Nothing contained in this Creation of Easement will be deemed in any way to restrict, limit or detract from any right, power or authority of the Grantee by virtue of any Act or any amendment to any Act.

Date:

**THE COMMON SEAL of BARWON REGION  
WATER CORPORATION** was hereunto affixed  
in the presence of:

.....  
Director

.....  
Secretary

**THE COMMON SEAL of the COLAC OTWAY  
SHIRE COUNCIL** was hereto affixed in  
accordance with its Local Law No. 4:

.....  
Chief Executive Officer

To the Registrar of Titles

Please register this creation of easement and on  
completion return certificate of title volume 6701  
folio 028, volume 8652 folio 259 & volume 7106  
folio 186 to

  
.....

