



Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL

26 JUNE 2013

at 3:00 PM

COPACC Meeting Rooms

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

COLAC-OTWAY SHIRE COUNCIL MEETING

26 JUNE 2013

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NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAYSHIRE COUNCIL* will be held in COPACC Meeting Rooms on 26 June 2013 at 3.00 pm.

AGENDA

1. OPENING PRAYER

*Almighty God, we seek your
blessing and guidance in our
deliberations on behalf of the
people of the Colac Otway Shire.
Enable this Council's decisions to be
those that contribute to the true
welfare and betterment of our community.*
AMEN

2. PRESENT

3. APOLOGIES

4. MAYORAL STATEMENT

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

Colac Otway Shire encourages community input and participation in Council decisions. Council meetings provide an opportunity for the community to ask Council questions, either verbally at the meeting or in writing.

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

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

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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 22/05/13
- Special Council Meeting held on the 12/06/13.

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

- OM132606-1 CONSIDERATION OF SUBMISSIONS TO THE DRAFT 2013-2014 BUDGET
- OM132606-2 CEO'S PROGRESS REPORT TO COUNCIL

Corporate and Community Services

- OM132606-3 COUNCIL PLAN 2013-2017 AND STRATEGIC RESOURCE PLAN 2013-14 TO 2016-17
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Infrastructure and Services

- OM132606-10 COLAC HEAVY VEHICLE BYPASS STUDY - UPDATE JUNE 2013

Sustainable Planning and Development

- OM132606-11 G21 ECONOMIC DEVELOPMENT STRATEGY
- OM132606-12 DRAFT G21 REGIONAL GROWTH PLAN IMPLEMENTATION PLAN
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General Business

- OM132606-20 ASSEMBLY OF COUNCILLORS
- OM132606-21 MINUTES OF THE OLD BEECHY RAIL TRAIL
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Notices of Motion

- OM132606-23 COMMUNITY HUB INC.
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Reports from Delegates to Other Bodies

- OM132606-25 2013 MUNICIPAL ASSOCIATION OF VICTORIA STATE COUNCIL MEETING

Rob Small
Chief Executive Officer

CHIEF EXECUTIVE OFFICER

ITEM	
<u>OM132606-1</u>	<u>CONSIDERATION OF SUBMISSIONS TO THE DRAFT 2013-2014 BUDGET</u>
<u>OM132606-2</u>	<u>CEO'S PROGRESS REPORT TO COUNCIL</u>

OM132606-1

CONSIDERATION OF SUBMISSIONS TO THE DRAFT 2013-2014 BUDGET

AUTHOR:	Brett Exelby	ENDORSED:	Colin Hayman
DEPARTMENT:	Executive	FILE REF:	F11/3291

Purpose

The purpose of this report is to consider submissions under section 223 of the *Local Government Act 1989* in relation to on any proposal contained in the budget proposed for 2013-2014.

Declaration of Interests

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

Background

On Wednesday 8 May 2013, Council resolved to give notice of preparation of the proposed 2013-2014 budget, including proposed rates and charges for the year, and invited submissions on the budget in accordance with Section 129 of the *Local Government Act 1989*.

At the Special Council Meeting held on 8 May 2013 it was resolved:

“That Council:

- 3. *Calls for written submissions in accordance with Section 223 of the Local Government Act 1989 on the proposals contained in the 2013-2014 budget. Written submissions will be accepted for a 5 week period until 5:00pm Friday 14 June 2013.***
- 4. *Hears any person who wishes to be heard (either personally or by a person acting on their behalf) in support of a submission received in relation to the proposed budget at the Council Meeting on Wednesday 26 June 2013 at 3:00 pm.”***

As part of the statutory process to adopt the 2013-2014 Budget, the Council is required to consider submissions received on the Budget.

At the close off time for submissions being 5.00 pm on Friday 14 June 2013, eighteen (18) submissions had been received relating to the Draft 2013-2014 Budget.

Under Section 223(1)(d) of the Local Government Act 1989:

- (d) the Council or special committee responsible for making the decision must—*
- (i) consider all the submissions made under this section and any report made under paragraph (c);*

Of the eighteen (18) submissions received there were:

- Three (3) received via email
- Fifteen (15) received via mail.

All submissions received have been included for discussion by Council. Further, there were two requests received to provide a person with the opportunity to be heard in support of any submission. These parties have been advised by mail of the time and date in which they may be heard 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.

The 2013-2014 Budget has been prepared in line with the Draft Council Plan and is guided by priorities outlined in key strategic documents - the Council Plan and Strategic Resource Plan.

The 2013-2014 Budget reflects Council's commitment to achieving progress against Council's Key Themes (Pillars):

- Good Governance
- A Planned Future
- A Place to Live and Grow
- A Healthy Community and Environment.

The 2013-2014 Draft Budget was prepared in accordance with the requirements of the *Local Government Act 1989*.

The Budget is a critical planning and resource tool of Council and is vital to the ongoing operational and financial viability of Council. It sets out the expected income and expenditure both operational and capital for the coming year and also incorporates Council's rating strategy.

Issues / Options

Submissions

The submissions received can be broadly grouped into two categories. The first category of submissions, of which there are nine (9), provided comments on the general inappropriateness of the proposed rate rise. Within this category there was consistent mention of the burden being placed upon the community, whether residential, commercial or farming in nature. The increase in average rates and charges per assessment of 7.87% was deemed excessive by all within this category

The second category of submissions, of which there are also nine (9), provided comments concerning the proposed rate rise but also provided comments and suggestions on how this reduction might be achieved and have also proposed some new directions for Council to consider.

As with the previous category there was consistent mention of the burden being placed upon the community, whether residential, commercial or farming in nature. Within this category however were suggestions on how to address this concern, for example:

- Maintain and grow emphasis on the user pays aspects of revenue generation and service provision to ensure rises in fixed property rates are minimised.
- Ensure that all community assets are run on a commercially sustainable basis and where any program has private enterprise competitors ensure the charges enable fair competition with commerce.

- Investigate and where necessary improve the communication links between council and its community to make them “more user friendly”.
- Be more selective and efficient with the use of consultants.
- Use of a ratepayer/Council working group.
- Financial support from ratepayers funds to the tourism industry should be totally removed.
- Council should explain to its community what they do.

In addition to these suggestions were elements of contrast from the previous year where Council received letters of support for the roofing of the Colac Livestock Selling Centre, this year there were comments highlighting this project as something that should cease.

Many submissions mentioned the need for Council to be more efficient and to limit cost increases. This included the approach to the Council fleet, staffing numbers and costs against the use of contractors and consultants, and more generally the efficiency of operations.

One of the more frequent concerns was the increasing burden on ratepayers and the lack of perceived services provided.

First and foremost, rates and charges are a tax. The total value of this tax that will be collected from the community is entirely determined by the services Council provides alongside Council’s regulatory constraints. There is however no link between the services provided to the ratepayer and value of the tax collected (similarly with income tax).

The total value of the tax to be collected, once determined is then spread across the entire community via the use of differential rates. The differential rate is used to provide some perceived equity across the various type of ratepayer within the Shire. Regardless of the differential utilised the total tax is what is collected. This means that should one segment of the community have a lower differential, another segment of the community then pays more, or in effect makes up the difference.

As some submissions have commented, Council has limited options to reduce this burden. Council may, reduce the services provided to the community, through activities such as:

- Replacing assets like roads and footpaths less often.
- Ceasing to provide support to the community, through reduced immunisation programmes, eliminating grant programmes or less business support programmes.
- Reducing the opening hours of library services, Customer Services, Visitor Information Centres.
- Reducing internal support such that Council’s creditors are paid less often, risk of injury by workers is increased (with the resulting increase in insurance premiums), less internal controls and fraud review, and slower responses to stakeholders.

Alternatively Council may seek to increase the revenue it receives or generates. Revenue is derived from grants (which are generally inconsistent), user fees and charges (which are a user pays mechanism and also subject to some inconsistency), or rates and charges (which are relatively consistent).

Ultimately Council seeks to balance the limiting of expenditure growth, through limiting services and seeking efficiencies, whilst increasing the revenue, through increased user pays, and considered rate increases.

Council has already discussed the need to review the effectiveness, efficiency and level of services that are provided by Council to the community. The role of Council is to determine the services and the level of services it deems appropriate to provide. It then has the obligation to provide the resources to support those services. The organisation then has the obligation to deliver those services as efficiently and as effectively as possible within regulatory constraints.

All of Council's decisions and activities must be considered alongside the objectives of Council, in accordance with Section 3C (2) of the *Local Government Act 1989*.

"(2) In seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives

- a) to promote the social, economic and environmental viability and sustainability of the municipal district;*
- b) to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;*
- c) to improve the overall quality of life of people in the local community;*
- d) to promote appropriate business and employment opportunities;*
- e) to ensure that services and facilities provided by the Council are accessible and equitable;*
- f) to ensure the equitable imposition of rates and charges;*
- g) to ensure transparency and accountability in Council decision making."*

What is clear from the submissions is that there is generally a lack of understanding by the community of what Council's role and objectives are within the Colac Otway Shire. In addition there are a number of inaccuracies in the statements made. This highlights that accurate information available to or at least consumed by the community concerning Council is lacking.

Councillors are encouraged to review the submissions and comments put forward by members of the community. Please note that it has been previously agreed that Council's Rating Strategy will be reviewed during the 2013-2014 financial year, so providing additional opportunity for public comment on how Council's property taxation regime is equitably distributed.

Proposal

The Council notes the submissions received.

Financial and Other Resource Implications

There are no additional financial or resource implications arising from this report.

Risk Management & Compliance Issues

Local Government Act 1989:

- Section 127 - "Council must prepare a budget"
- Section 129 - "Public notice"
- Section 130 - "Adoption of budget or revised budget"
- Section 223 - "Right to make submission".

Local Government (Finance and Reporting) Regulations 2004:

- Regulation 8 - "Other matters to be included"
- Regulation 9 - "Public notice of proposed budget or revised budget".

Environmental and Climate Change Considerations

Not applicable.

Community Engagement

In releasing the budget for public consideration, Council encourages comments and submissions on the elements contained within the Budget document.

Section 223 of *the Act* requires that the Budget be available for comment for a period of at least four (4) weeks. A consultation period of five (5) weeks was provided to enable the community the opportunity to comment on the Budget.

The timelines proposed for approval 'in principle' of the 2013-2014 Annual Budget, public consultation, consideration of submissions and adoption of the 2013-2014 Annual Budget at the Council meeting on 10 July 2013 are generally consistent with most councils.

Implementation

The submissions provided will be considered alongside Council's 2013-2014 Budget.

Conclusion

The submissions provided by the community on elements of the 2013-2014 Budget have been appreciatively received. It is gratifying to have input from the community into the budget process, with the 2012-2013 Budget having received only five (5) submissions and the 2011-2012 Budget receiving no public submissions.

Officer's comments have been provided where possible on each of the issues raised.

Attachments

Nil

Recommendation(s)

That Council having received and noted the written and verbal submissions, refers all submissions for further consideration to the Special Meeting of Council to be held on Wednesday 10 July 2013, as part of Council's deliberations in adopting the 2013-2014 annual budget.

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**OM132606-2****CEO'S PROGRESS REPORT TO COUNCIL**

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

**EXECUTIVE****Regional Management Forum**

The CEO attended a meeting of the Regional Management Forum (RMF) on 23 May 2013 in Camperdown. Agenda items included:

- Macarthur Windfarm Case Study
- Regional Development Australia update
- Great South Coast Regional Priorities
- RMF Review
- Management of Emergencies in the South West
- AusIndustry update
- Barwon South West RMF Liveability Committee Update
- Barwon South West Health and Wellbeing Workforce Strategy
- Local Government Updates.

**Barwon South West CEOs - Regional Tourism Board Meeting**

The CEO convened a second meeting of the Barwon South West CEOs on 24 May 2013 to establish an agreed position on the proposed new regional tourism body. This position has since been conveyed to Tourism Victoria.

In order to advance this matter to a conclusion, the CEOs of the Barwon South West plan to convene a half day workshop to negotiate some finality on these matters and any other outstanding issues.

If agreement can be reached at that meeting, a one or two hour meeting of Councils' political nominees, along with CEOs, will be convened to ensure that a consistent position is adopted by all parties which will also meet the aspirations of Tourism Victoria in forming a functional regional tourism body and board for the Barwon South West.

**Municipal Association of Victoria (MAV) – CEOs' Forum**

The CEO attended the MAV CEOs' Forum in Melbourne on 30 May 2013. Included on the agenda were the following items:

- Defined benefits superannuation
- Constitutional recognition
- Differential rates
- Fire services levy
- Employment branding
- STEP planning
- Victorian State local government agreement
- Local government election issues
- Councillor conduct mechanisms
- Insurance
- Debt aggregation - efficient funding sources & structures.

**G21 Board Meeting**

The CEO and Mayor hosted a meeting of the G21 Board on 31 May 2013 in Colac. The agenda included the following items:

- G21 Health and Wellbeing Regional Plan
- Local Government Performance Reporting Framework
- G21 Audit & Risk Committee Report
- G21 2013-2014 Budget
- Health and Wellbeing 2013-2014 Budget
- New Tourism Governance Arrangements.

**G21 Sport and Recreation Pillar Meeting**

Chaired by the CEO, the G21 Sport and Recreation Pillar met in Colac on 31 May 2013.

The pillar discussed:

- The review of the Sports Development Plan
- Beechy Precinct Update
- Regional Trails Update
- Regional Soccer Strategy
- Regional Netball Strategy
- Regional Physical Education Strategy
- Regional AFL Strategy
- Community Facilities Funding Program Update
- Park & Leisure Australia National Conference
- Proposed New National Premier Leagues (Victoria) Framework.

**Electric Line Clearance Workshop**

As a member of the Electric Line Clearance Consultative Committee, the CEO attended a workshop on Electric Line Clearance (ELC) on 6 June 2013 in Werribee. The aim of the workshop was to:

- Identify all the various issues that Councils are experiencing in complying with the ELC Regulations and in dealing with the distribution businesses
- Determine a response for each problem that Councils can apply individually or on a collective level.

**Great South Coast Board Meeting**

The Mayor and CEO attended a meeting of the Great South Coast Board on 7 June 2013 in Portland. Items discussed included:

- Defining the Board's approach to Conflict of Interest
- Great South Coast priority projects
- Great South Coast marketing project
- Discussion and Update from Dan Tehan, Federal Member for Wannon
- Food and Fibre in the Great South Coast
- Progress in relation to the Regional Strategic Plan
- Great South Coast Regional Transport Strategy update
- Pillar Updates
- Recruitment of an Executive Officer.

**2013 National General Assembly of Local Government**

The National General Assembly (NGA) of Local Government brings together hundreds of delegates from Councils across Australia to debate issues of national significance to local government. It provides an opportunity for local councils to develop and express a united voice on core issues affecting their communities with access to influential decision-makers of the federal government, at both the political and departmental levels.

The 2013 National General Assembly was held in Canberra from Sunday 16 June to Wednesday 19 June 2012. The Mayor and the CEO attended the NGA with the theme being 'Foundations for the Future'.

While in Canberra, the Councillors and CEO attended the Regional Cooperation and Development Forum on 16 June 2013. This forum included the launch of the 2013-2014 State of the Regions Report. The Mayor also attended the annual general meeting of the Australian Rural Roads Group held in Canberra on 19 June 2013 and the 4<sup>th</sup> Australian Council of Local Government 2013 dinner for elected mayors hosted by The Honourable Anthony Albanese MP.

#### **"Enough is Enough" Meeting**

The Councillors and CEO attended the "Enough is Enough" meeting on 27 May 2013. Following this meeting, where just under 300 people were in attendance, Council received a letter purporting to be on behalf of those present. This letter is tabled for Councillors' noting and consideration. With respect to the six resolutions which were put to the meeting, these matters will be, or have been, referred to the appropriate processes for consideration.

#### **Colac Otway Shire Youth Council**

The Colac Youth Council is continuing to meet on a fortnightly basis with the emphasis on finalising projects for the year ahead. Youth Councillors have identified six focus areas in which to concentrate their efforts and are working hard to come up with fully costed project briefs for consideration and decision by the Youth Council prior to the end of June 2013.

### **CORPORATE & COMMUNITY SERVICES**

#### **Community Satisfaction Survey Report 2013**

Each year the Department of Community Planning and Development (DCPD) coordinates and auspices a Community Satisfaction Survey throughout Victorian Local Government areas. This coordinated approach allows for far more cost effective surveying than would be possible if Councils commissioned surveys individually.

Participation in the Community Satisfaction Survey is optional and participating Councils have a range of choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

The main objectives of the survey for this Council are to assess the performance of Colac Otway Shire across a range of measures and to seek insight into ways to provide improved or more effective service delivery. The survey also provides Councils with a means to fulfil some of their statutory reporting requirements as well as acting as a feedback mechanism to the DCPD.

Survey sample matched to the Colac Otway Shire was purchased from an accredited supplier of publicly available phone records, including up to 10% mobile phone numbers to cater to the diversity of residents in the Council, particularly younger people.

A total of 400 completed interviews were achieved in Colac Otway Shire. Survey fieldwork was conducted in the period of 1 February to 24 March 2013.

The 2012 results against which 2013 results are compared involved a total of 400 completed interviews in Colac Otway Shire conducted in the period of 18 May to 30 June 2012.

Wherever appropriate, results for Colac Otway Shire for this 2013 Community Satisfaction Survey have been compared against other Councils in the Large Rural Shires group and on

a State-wide basis. Colac Otway Shire is self-classified as a Large Rural Shires Council according to the following classification list:

- Inner metropolitan councils
- Outer metropolitan councils
- Rural cities and regional centres
- Large rural shires
- Small rural shires.

71 of the 79 Councils throughout Victoria participated in this survey.

#### Key Survey Findings & Recommendations

- Colac Otway Shire has performed well in 2013 with rated performance on all core measures except Customer Service increasing relative to 2012, and significantly so for the core measures of Community Consultation and Advocacy.
- Slightly lower performance in relation to Customer Service comes with relatively larger decreases in satisfaction with the service among women, especially women aged 18-49.
- There have been improvements in perceived performance of several individual services by Colac Otway Shire over the past year, such as family and elderly support services and planning and building permits.

Higher Results in 2013        - Community Consultation  
                                             - Advocacy

Lower Results in 2013        - Customer service (down only 1 point).

In 2013 Colac-Otway Shire recorded an Overall Performance Index Score of 57, which is an increase of 3 points from 2012. The result is lower than the State-wide average for this measure of 60 and on par with the average Index Score of 57 for the Large Rural Shires group.

On other core performance measures (which can also be compared against all Councils State-wide and the Large Rural Shires group) Colac-Otway Shire scored as follows:

- 59 for Community Consultation and Engagement – up 4 points since 2012
- 56 for Advocacy – up 4 points
- 67 for Customer Service – down 1 point
- 52 for Overall Council Direction – up 3 points.

More specifically on these core measures:

- 59 for Consultation is 2 points higher than the State-wide average of 57 and a significant 4 points higher than the Large Rural Shires average of 55.
- 56 for Advocacy is 1 point higher than the State-wide average of 55 and a significant 3 points higher than the Large Rural Shires average of 53.
- 67 for Customer Service is a significant 4 points lower than the State-wide average of 71 and 2 points lower than the Large Rural Shires average of 69.
- 52 for Council Direction 1 point lower than the State-wide average of 53 and 1 point higher than the average Index Score of 51 for the Large Rural Shires group.

**Public Holiday in Lieu of Melbourne Cup Day 2013-2016**

Council has been advised by the Hon Louise Asher MP that a declaration has been published in the Government Gazette dated 30 May 2013, that Tuesday 5 November 2013, Tuesday 4 November 2014, Tuesday 3 November 2015 and 1 November 2016 are not public holidays in the Colac Otway Shire area.

As per the Council resolution Friday 1 November 2013, Friday 31 October 2014, Friday 6 November 2015 and Friday 4 November 2016 are appointed public holidays to celebrate the Colac Show Day.

**L2P – Learner Driver Mentor Program**

Following discussions with representatives from Youth Connections and South West LLEN it has been agreed for Council to act as the auspicing body for the L2P program to enable it to be implemented in the Shire.

The Transport Accident Commission has provided further funding to VicRoads to continue the L2P program until 2014/15 across Victoria.

An initial grant has been received which will pay for costs incurred to complete the set up phase by 30 June 2013.

Funding will also be received for the 2013/14 financial year providing certain criteria are met. Council will not be providing funding to the program, but will provide resources through participation on a Steering Committee that will be formed from representatives of the various stakeholders.

- **What is the L2P Learner Driver Mentor Program?**

The L2P Program is a community-based volunteer program designed to provide access to driving practice on public roads for learner drivers under the supervision of a fully licensed driver.

- **Why is there a need for L2P?**

L2P is needed because a key element of the new Graduated License System since 1 July 2007 requires that all learner drivers aged under 21 years (when they apply for a probationary licence) achieve a minimum of 120 hours supervised driving experience, which is certified and recorded by both the learner and the supervising driver(s) in the VicRoads Learner Log Book. For most young learner drivers the opportunity to achieve 120 hours of supervised driving practice will be generated through practice with parents and additional practice through lessons with professional driving instructors. In others, extended family or close friends will be available. VicRoads is aware that there are a number of young people who will have considerable difficulty in gaining access to this experience, due to non-availability of a vehicle or a supervising driver (or both) on an on-going basis. For this group of people an access program, provided ultimately across the state, is required.

- **How does L2P work?**

Learner drivers are matched with fully licensed community volunteers. Using a sponsored vehicle, the learner and their mentor go out driving, working toward gaining the required 120 hours of driving practice. L2P also incorporates up to 6 free professional driving lessons by a registered driving instructor. This ensures the young learner drivers have some skills before being matched with a volunteer mentor and also provides the teaching of new skills as they progress through the four stages of the Graduated Licence system.

## **HEALTH & COMMUNITY SERVICES**

### **Children & Family Services**

Wednesday 5 June 2013 was World Environment Day. To celebrate, Family Day Care (FDC) organized a Play Session for the children in our care at the home of one of our FDC Educators as this particular Educator has embraced the idea of introducing children to sustainable practices.

She has built a chook pen in her backyard and the children have been raising the chickens from eggs. There is also an area in her yard where she has built a hut out of branches for the children to play in as well as a dry creek bed out of pebbles and dry grasses which the children helped build.

The Unit has invested in a resource kit, which includes puzzles, games, posters and story books, that focuses on the themes of sustainable living and environment. The children were able to play with these resources on the day. We also have some tiny wheelie bins and some of Council's waste management resources so that we can talk to and teach the children about recycling and reusing products at home.

Part of our National Quality Standards includes taking an active role in caring for the environment and contributing to a sustainable future which is why we felt it was important to use days such as World Environment Day to support children to become environmentally responsible and to show respect to the environment.

A write up was included on Council's Facebook page. Photos of the day are also available.

### **Rural Access Community Services**

Rural Access continues to work with employment service providers and early years providers to analyse gaps in service delivery within the shire and foster potential partnerships with services outside of the shire. Potential projects and joint activities are currently being explored with other Rural Access workers in Barwon and the South West.

The impending closure of Blue Water Fitness Centre will impact on many clients with a disability who use the pool for both exercise and/or calmativie therapies. Rural Access has been contacting other indoor swimming pools within a 70km radius to discuss accessibility and group booking processes. Information is being passed directly to the service providers that support clients to use the pool.

As a result of a recent incident where several carers and clients experienced problems attempting to catch a train to Camperdown, Rural Access has been in discussions with VLine. The lack of a suitable carriage for groups of people with mobility aids has been clarified and options for alternative transport have been pursued. Until all wheelchair accessible carriages are returned to service, VLine will source other modes of transport to service Colac if they can be given at least 24 hours' notice by carers.

## **RECREATION ARTS AND CULTURE**

### **EVENTS**

#### **Event Organiser's Workshop**

A half day Event Organisers' Workshop is being held on 26 June 2013 at COPACC. Three presenters will deliver training on the following:

- Topic 1:** Recent updates to the Food Act, Statement of Trade and Streatrader  
Presenter: Colac Otway Shire Environmental Health Co-Ordinator.
- Topic 2:** Risk Assessment at Events  
Presenter: Senior Risk Consultant, Jardine Lloyd Thompson.
- Topic 3:** Place of Public Entertainment Permits (POPEs)  
Presenter: Colac Otway Shire Planning and Building Manager, Doug McNeill.

The workshop is at full capacity with 27 Event Organisers from across the Shire registered to attend. There is currently a waiting list for those hoping to attend if a place becomes available.

### **Calendar of Events**

Entries for the Spring/Summer 2013-14 Calendar of Events closed on the 30 April 2013. Fifteen Colac Otway Shire Events have registered to go in the Spring/Summer edition. The calendar will be available to the public mid August 2013.

### **Otway Soup Festival – 9 June 2013**

The 8<sup>th</sup> annual Homemade Soup Competition was once again the main attraction of this Winter Festival Day held over the Queen's Birthday holiday weekend. Other attractions this year included a history bus tour completing half an hour trips around features of Forrest, an outdoor stage and a jumping castle entertaining the children, and market/information stalls featuring the Otways and Otways produce.

### **Run Forrest Half Marathon – 9 June 2013**

This first time event drew runners from across Australia. Good weather laid out an undulating course through the Barwon Dam reserve. Event organisers expected 200 runners however this was far exceeded with approximately 500 participants. The event was held in conjunction with the Otway Soup Festival.

### **Upcoming Events**

Events which will be held throughout the Colac Otway Shire in July will be the XPollination Exhibition at COPACC and the Red Rock Theatre from 6 July onwards.

## **RECREATION**

### **Active Transport Strategy**

The public exhibition period for the Active Transport Strategy closed Monday 10 June 2013 with a very pleasing number of responses received. The Project Steering Committee will meet to review the comments received and provide recommendations for amendments to the draft Strategy. It is intended that the Draft Active Transport Strategy will be presented for consideration at the July 2013 Council meeting.

### **Elliminyt Playspace**

Tree planting and landscaping has been undertaken which completes the final component of Stage 1 of the playspace project. Eight new trees and native grasses have been planted in the area surrounding the playspace to provide natural shade for playspace users and visitors to the park.

### **Beeac Tennis Courts Redevelopment**

Construction of three new asphalt courts at Beeac has been completed. New fencing is expected to be completed mid July 2013. The project has been funded by Council, the Beeac Tennis Club and Sport and Recreation Victoria.

**Apollo Bay Recreation Reserve Change Room Upgrade**

The Apollo Bay Change Room Upgrade has been completed. Project components include upgrade of change rooms with dedicated toilet and shower amenities for women, men and disabled access. This project was funded by Sport and Recreation Victoria, the Otway Coast Committee, user groups and Council.

**Western Oval Upgrade**

Council received notification from the State Government that an application submitted through the Country Football Netball Program for the upgrade of the Western Oval Social Rooms was unsuccessful. Council is currently waiting on more detailed reasoning for the unsuccessful application.

**COPACC****Performing Arts**

A total of 2,484 people attended live performances at COPACC in May 2013.

250 people attended the launch of the screening of ABC TV movie *Cliffy – The Cliff Young Story* and enjoyed a post-movie spud-tastic supper. Star of the film Kevin Harrington attended the launch, as did the film's producer and director. More than 30 members of the Young family attended and gave Harrington's portrayal of Cliffy and the film's dramatic take on the long distance runner their seal of approval. The event raised more than \$2,000 for the Colac Area Health Foundation. The movie was shown on the big screen at COPACC on 24 May 2013 before it aired on the ABC on May 26 2013.

**World Environment Day**

World Environment Day, held on 5 June 2013, supported by Corangamite Catchment Management Authority and the Council's Environment Department, was again a huge success. More than 200 children from three Colac schools participated in creative and educational workshops. This was the fourth annual World Environment Day held at COPACC which won praise from teachers and students alike.

**BLUEWATER FITNESS CENTRE****Redevelopment Project**

Council has received 100% issue of detailed design and tender documentation. Council is currently assessing Expressions of Interest (EoI) for construction works. Companies will be short-listed and requested to tender for construction works. It is anticipated that tenders will close early August 2013. Officers continue to investigate possible facilities to relocate the gymnasium and dry program service.

**Membership**

The average membership number for the month of May 2013 was 1,069 (see graph below). There was a large jump in membership numbers during the month due to the commencement of a second Bulla Get Active Program which has 50 people signed up for the 6 week program. As part of the program participants receive a short term membership. April and May have typically been the lower months in terms of membership numbers and visitation over the past two years, presumably due to the start of the winter sports season and the end of daylight savings. 2013 has been a promising first half of the year when compared to the previous two years as can be seen on the following graph.



### Aquatic Programs

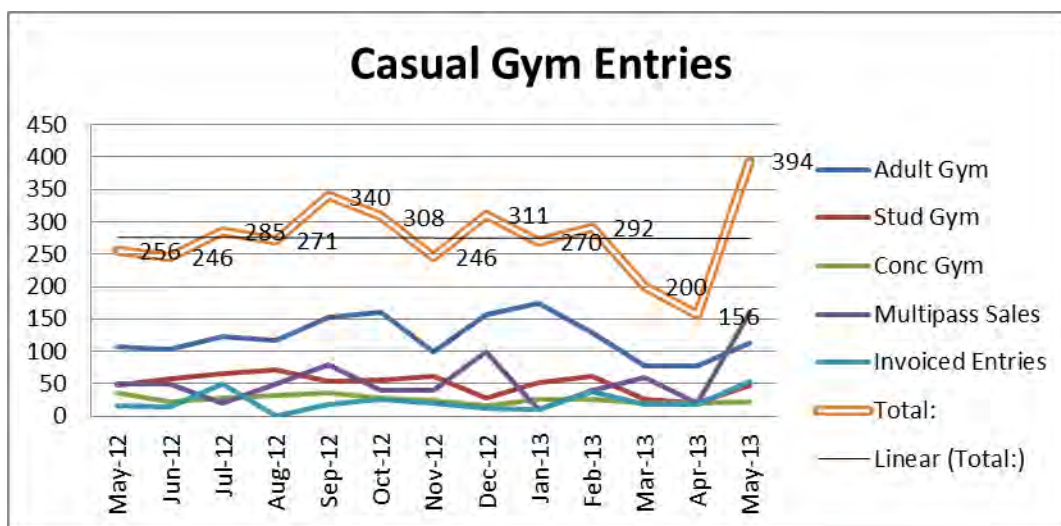
The aquatic program Aqua Balance has been increasing in participation over the past few months increasing from 34 casual sales in March, to 54 in April and to 72 in May and aquatic program revenue has been strong.

### Multi-passes

On top of the membership numbers there are 674 active multi-passes in the data base with a total of 7,196 entries owed. This is the highest number of active multi-passes that has been recorded. This figure has jumped up due to our recent multi-pass sale in May 2013 in which we sold 67 new multi-passes.

### Casual visitation

Casual gym entries have spiked over the month of May 2013 as illustrated in the graph below. The trend line indicates that it has been fairly consistent over the past 12 months.



### Dry programs

Due to high attendances, the Tuesday night *Thump* class has been expanded into two classes running back to back. Over the past two months class numbers have grown significantly to approximately 40 participants across the two classes.

**INFRASTRUCTURE & SERVICES****G21 Regional Transport Summit**

The General Manager Infrastructure & Services represented Council at the G21 Regional Transport Summit in Geelong on Tuesday 28 May 2013. A key theme from Council was the need for an increase in train services for Colac, increasing from three (3) up to five (5) passenger services per day. Additional items discussed were the general connectivity within the region and how regional residents are catered for by public transport and the shortfalls within the current system.

**CAPITAL WORKS UNIT****Road Safety Strategy Review**

Colac Otway Shire is working in conjunction with Corangamite Shire on reviewing and updating the Road Safety Strategy for the region. The existing Road Safety Strategy was developed for both municipalities by consultants in 2008 and expires at the end of 2013. The review of the document involves analysis of crash statistics in the two municipalities over the past 5 years to identify the causes of road accidents and areas of the road network that can be strategically improved to reduce the road toll.

Much of the current document still applies to Colac Otway Shire's road network and is being revised and amended so it can be adopted by the end of 2013. The next review of the Road Safety Strategy will then be conducted in 2018.

**Cressy Shelford Road**

Council has now completed all financial commitments and the majority of action deliverables that were listed in the legal agreements with the Federal and State Governments. The final remaining actions include:

- The review and development of a new Council Roadside Reserve Environmental Management Plan (currently in draft stage).
- An amendment to Council's planning scheme updating the current Vegetation Protection Overlay and Environmental Significance Overlay to ensure they accurately reflect current State vegetation mapping and conservation requirements. It is important to note that progression of the amendment has been deferred indefinitely due to the implementation of the State Government's new Native Vegetation Planning Provisions.

A report is currently being developed which informs the Federal and State Governments of Council's progress to date. Included within the report is a statutory declaration signed by Council's Chief Executive Officer regarding Council's financial commitments having been met and acquitted in line with legal agreements.

**Gross Pollutant Traps**

Invitations to quote on Council's Gross Pollutant Trap (GPT) Maintenance Program were recently sent out to several major service providers within the industry. After evaluation of the tendered applications, Council awarded the two year contract to Bell Environmental. The GPT maintenance program serves six GPTs which mediate the flow of pollutants into Barongarook Creek, Lake Colac and Apollo Bay foreshore.

**Project Development and Design**

Project detailed design and development is on schedule for the 2013/14 reconstruction program.

Design has also been completed for the Grant Street Forrest footpath design, including a pedestrian crossing and ramp. Funding for the construction has been sourced by Economic Development.

#### **Hearn Street Pedestrian Management Plan**

The plan has been developed and will be sent to the Colac Secondary College's School Council for their consideration.

#### **Old Beechy Rail Trail - Ditchley Park section (Dinmont to Ditchley)**

Construction of this 700 metre section within the Little Lardner Creek Gully was recently completed. This section of trail will now be subject to a maintenance period with Eco-Projects, the contractors who were awarded the construction project. It is anticipated that a call for tenders to construct the link from the northern section of the recently constructed trail to the main trail will commence in the near future.

### **SUSTAINABLE ASSETS**

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

The following is a summary of the routine road and footpath network inspections completed during the month of May 2013:

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Rural Collector Roads</i>           | A number of signs and guide posts were found to be either damaged or missing. Signs requiring replacement have been ordered to be erected on arrival by Cosworks.<br>All missing and damaged guide posts have been replaced by Cosworks Maintenance crew.                                                                                                                                                                                                                                                                                                               |
| <i>Forrest Rural Roads</i>             | A number of tree limbs identified as being down on some roads have been programmed for removal by Cosworks maintenance crews. All missing and damaged guide posts have been programmed for replacement by Cosworks Maintenance crew.                                                                                                                                                                                                                                                                                                                                    |
| <i>Rural Towns Urban Roads</i>         | Streets within the Cressy, Beeac, Birregurra, Forrest, Gellibrand and Beech Forest urban areas were inspected with no major issues being identified in relation to the serviceability of Council's road and roads related assets.                                                                                                                                                                                                                                                                                                                                       |
| <i>Urban Collector Roads</i>           | The inspection of Urban Collector Roads has been completed for the May inspection period. A number of signs have been found to be either damaged or missing. Signs requiring replacement have been ordered and will be erected on arrival by Cosworks.                                                                                                                                                                                                                                                                                                                  |
| <i>Footpath Reconstruction Program</i> | The footpath replacement program is close to completion for 2012/13 with only the replacement and extension of the exposed aggregate footpath in Hardy Street, Apollo Bay to be finalised. It is expected that this will be completed by end of June 2013. To complement this, further kerb & channel works are also being undertaken in Hardy Street and into Pascoe Street. This will include an 'outstand' at the intersection of Pascoe Street and Hardy Street. This aims to improve pedestrian safety and will be finished before the end of this financial year. |

**Building Maintenance and Capital Works**

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Larpent Public Hall Access Ramp</i>          | A building permit has recently been issued for the construction of a concrete access ramp to the building. A contractor has been engaged and works will be finalised prior to the end of June 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <i>Cable Station Museum, Apollo Bay</i>         | This project relates to the upgrade of the Essential Safety Measures within the Cable Station Museum building to improve fire safety. A new access path installed to the entrance of the Museum has been constructed with hand rails to be installed prior to the end of June 2013. Exit and emergency lights have also been installed inside the building.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <i>Rae Street Office Redevelopment</i>          | Stage 5, the final stage has commenced.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <i>Apollo Bay Library</i>                       | Works at the Apollo Bay Library are complete, with the building handed over to the Corangamite Regional Library Corporation on 24 April 2013. The facility was officially opened by the Hon. Terry Mulder MP on 14 June 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <i>COPACC Sewer Upgrade</i>                     | The majority of the works have been completed with only the reinstatement of the car park surface and the top up soil to the trenches to be completed. This was a successful exercise where we were able to increase the size of the sewer connection and increase the grade of the pipe to minimise the occurrence of blockages in the future.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <i>Rae Street Offices Damaged Exterior Wall</i> | Rectification works to repair the damaged caused in the recent car accident started on 27 May 2013. BDH are undertaking these repairs. As work has progressed, a number of issues have been discovered relating to the original construction of the offices. The inner skin of the parapet wall sitting above the roof line has been built without a cavity creating a counter lever effect and is supported by the outer skin of brickwork. This becomes an issue when the outer skin is removed and leaves the inner skin unsupported. Council's consulting engineer has given advice to remove the inner skin within the area of works and rebuild the wall with a cavity as per standard building practice. Further to this steel beams need to be installed to connect to the existing steel frame which will provide lateral support to the brick wall at roof beam height. This creates a variation to the original price quoted for this project. We are waiting for a proposal for this extra scope of works from BDH for further assessment prior to an approval. This variation in scope will delay the finalisation of these repairs. |

**2013 National Local Government Infrastructure and Asset Management Conference**

Council officers attended the Municipal Association of Victoria's Annual Local Government Infrastructure and Asset Management Conference over 29 and 30 May 2013. The key themes of this year's conference focused on strengthening leadership and influence to deliver better outcomes, integrating community priorities with asset management and service planning, and long term sustainability.

A number of Councils from all over Australia gave presentations at the Conference highlighting some of the innovative approaches being taken towards achieving best practice asset management and service planning processes.

The outcomes of the Conference emphasised the importance of having a long term financial plan which:

- Reflects Council Plan objectives
- Recognises asset renewal funding requirements
- Takes into consideration the cost implications of the various services that Council delivers
- Understands the capital investments and whole-of-life costs associated with the assets that Council manages
- Has integrity, including all appropriate assumptions and shows a sustainable future.

### **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 has been an average volume in fallen, hanging and dangerous trees due to strong winds. This has been widespread throughout the whole of the shire.

#### **Road Regrading**

Road regrading has been increased, due to more favourable conditions in all sections of the shire.

#### **Gravel Road Resheeting**

Gravel road resheeting was undertaken during the last month on Cressy Shelford Access Road, Gellibrand East Road, Carlisle Valley Road, Amiets Track, Hordern Vale Road, Minchintons Access Road, Wait a While Road, Tuckers Orchard Road, Old Beech Forest Road, Lardeners Access Road and Tiger Lane Road.

#### **Routine Drainage Works**

Routine drainage works were completed in the last month in Apollo Bay, Wye River, Kennett River, Separation Creek, Skene Creek and Marengo townships. Also works have been undertaken on Amiets Track, Denherts Track, Egans Track, Moomoowrong Road, Larsons Road, Old Beech Forest Road, Upper Gellibrand Road, Wait a While Road, Ridge Road, Kents Road, Red & Blue Johanna Roads, Phillips Track, Hordern Vale Road, McDonalds Road, Kavarren East Road, Cashins Road, Kaangalang Road, Hennigan Crescent and Biddys Road. The Council's Drain Cleaning unit was used in Apollo Bay, Kennett River and Colac and in the Otways prior to winter rains.

#### **Sport Ovals**

Mowing of the ovals continues as per the program.

#### **Tree Maintenance**

Tree maintenance works were completed at Karingal Drive, Ridge Drive Wye River, Henry Street, Main Street Beeac, McCarthys Road, Troys Road, Morrissys Road, Lang James

Estate Road, Albert Newcombe Estate, Selwyn Brown Playground and the Cressy Township.

**Township Mowing**

Township mowing continues in accordance with the mowing program around Gellibrand, Loves Creek, Lavers Hill, Beech Forest, Apollo Bay, Marengo, Kennett River, Colac, Birregurra and Memorial Square in Colac.

**Reach Arm Mowing**

Reach arm mowing works were undertaken during the last month on Shurvells Road, Christies Road, Forans Road, Forest Street South, Parks Lodge Road, Wares Road, Alford's Road, Johnsons Extension Road, Knights Road, Polleys Road, Ackerleys West Road, Grimshaws Road, Knights Road, Flannigans Road, Tomahawk Creek Road, Upper Gellibrand Road and Barramunga–Roadknight Creek Road.

**Old Beechy Rail Trail**

Works undertaken over the last month on the Rail Trail included removal of fallen trees at various locations along the trail.

**Landslip Repairs**

The Old Beech Forest Road landslip pavement has been stabilised and sealed.

**Major Drainage Works**

Major drainage works were completed on Skenes Creek Streets, Tiger Lane Road, Seaview Drive Road, Barham River Road, Marengo Streets, Apollo Bay Streets, Binns Road, Wild Dog Road, Morris Access Road, Upper Gellibrand Road, Kaangalang Road and Larsons Road.

**Roadside Slashing**

Roadside slashing works were completed in Colac laneways.

**Line Marking**

The rural Statcons were completed during the past month.

**Bridge Maintenance**

Level 1 Bridge inspection commenced mainly in the Otways. Works on Glenaire Bridge included replacement of two (2) Stringers on 1<sup>st</sup> East span. Works on Howells Bridge included a rebuild of the abutment.

**MAJOR CONTRACTS/WASTE UNIT****Local Port Regulation Workshop**

A Local Port Manager's Workshop was held at the office of Department of Transport, Planning and Local Infrastructure (DTPLI) on Wednesday 29 May 2013. The purpose of this workshop was to discuss the amendments required to the Local Port Regulations 2004. The discussions at the workshop revealed that the current port regulations have a number of deficiencies such as:

- Difficulty with management of abundant vessels.
- Difficulty with recovering of costs associated with moving and storing of abundant vessels.
- Lack of clarity in relation to management of marine pests.
- Management of unseaworthy vessels.
- Clarification regarding possibility of longer term authority for commercial vessels.
- Issues relating to camping within local ports area.

- Commercial activities and events requiring Port Manager's authorisation and permit conditions.
- Linkages between the *Land Act and Crown Land (Reserves) Act* and overlapping clauses.
- Clarity regarding powers and delegations of authorised officers.
- Magnitude of infringements and court imposed penalties.
- Collection of unpaid fees and Port Manager's power in this respect.
- Trespassing on port facilities and control measures.

The above deficiencies will be taken into account in updating the Port Regulations. It is expected that the review process will be completed by 30 June 2014. Once the review is complete and deficiencies overcome, the Port Managers will be in a better position to manage the above issues that are currently being faced.

### **Barwon Regional Waste Management Group Board Meeting**

The Annual General Meeting (AGM) and quarterly Board Meeting of Barwon Regional Waste Management Group (BRWMG) was held on 23 May 2013 in Geelong. The following two (2) presentations were made at the Quarterly Board Meeting:

- **Garage Sale Trail** - The Garage Sale Trail initiative has gathered momentum over the years with 7,700 Garage Sales held in 2012. The theme of the garage sales is "Government Enabled - People Powered" focusing on reuse, unite community, stimulate economy, promote creativity and decrease waste going to landfill. It was estimated that 150,000 people were involved in garage sales countrywide throughout 2012.

A proposal has been received by Council through BRWMG asking to participate in this year's Garage Sale Trail at no cost to Council. The BRWMG will coordinate the event with Council providing in kind support in the form of staff time and communications.

The organisers of the garage sales will provide a website address indicating the garage sales' locations, the knowhow and login access. All garage sales will be coordinated on the same day, being 26 October 2013.

There will be a number of benefits in participating in this event and accordingly it is intended to accept the proposal.

**State Waste Infrastructure Plan by Sustainability Victoria (SV)** - The following aspects were highlighted during this presentation:

- Approximately 995,000 tonnes of food waste is going to landfill sites on a yearly basis.
- The management of broken glass less than 10mm in size requires special attention as stockpiles of this glass are growing.
- The disposal of tyres/rubber also requires special attention as stockpiles are growing.
- It was highlighted that there is a problem due to abandoned waste collection facilities such as landfills and resource recovery facilities where waste materials have been stockpiled and the facility has gone out of business.
- General discussion took place on hubs and spokes for various waste streams with focus on transport distances and associated costs.
- The need to focus on population growth areas in Metro and Regional areas to cater for necessary infrastructure.

Some of the main issues that are currently being pursued by BRWMG are as follows:

- Regional Timber Market Development Strategy
- Regional Transfer Station Strategy

- On Farm Gossip Project
- Waste Mapping in partnership with Enterprise Connect and Deakin University
- Public Place Recycling Program using funds through Alcoa Foundation - works were also undertaken at the Colac Otway Performing Arts Complex.
- Glass recovery and usage in soil blending or concrete base works.
- Barwon Sustainability Hub - a \$12 million facility to replace the current waste education centre.
- Regional Roadside Litter Campaign.

### **Dredge & Workboat – Port of Apollo Bay**

The Hon David Hodgett MP, Minister for Ports, Major Projects and Manufacturing visited the Port of Apollo Bay on Tuesday 4 June 2013 to announce the awarding of contracts and the associated State Government funding of \$3.1 million for acquisition of the Dredge and Workboat. In his speech, the Minister reiterated the importance of supporting and maintaining a safe harbour facility and indicated that Victoria's Local Ports provide an economic benefit of over \$557M annually to the State economy.

The Minister was accompanied by the Mayor Lyn Russell who also reiterated the importance of replacing the Dredge and Workboat to ensure the safe operation of the Harbour. The detailed design is currently underway.

### **Tenders**

Tenders opened since the last reporting period:

- EOI 1314 – Bluewater Fitness Centre Redevelopment
- 1313 – Provision of Loan Services.

Tenders awarded since the last reporting period:

- 1301 – Cleaning of Buildings, Public Conveniences & Barbecues - to Colac Cleaning Services
- 1302 – Provision of Bulk Fuel Products, Fuel Card Services and Oils and Lubricants - to Caltex & Shell (Fuel Cards); Panel of Suppliers (Oils and Lubricants)
- 1306 – Climate Resilient Communities of the Barwon South West - Climate Science Review - to KPMG

Tenders advertised since the last reporting period:

- 1317 – Forrest Mountain Bike Trails Strategic Plan, closed 12 June 2013

Major Quotations opened since the last reporting period:

- Q2012/13-38 – Old Beechy Rail Trail Construction
- Q2012/13-41 – Sealed Road Condition Survey
- Q2012/13-42 – Marengo, Beeac & Cressy Landfill Monitoring

Major Quotations awarded since the last reporting period:

- Q2012/13-38 – Old Beechy Rail Trail Construction – Colac Railway Yard – to Global Contracting

Major Quotations advertised since the last reporting period:

- Q2012/13-43 – Annual Weed Management Program, closed 12 June 2013

### **Subdivision Works**

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

| <b>Subdivision</b>                             | <b>Status</b>                                                                                                                                                                                        |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Apollo Bay Industrial Estate Stage 1 (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 2 (13 Lots)              | The developer is waiting on favourable conditions to commence work for stage 2 of this subdivision.                                                                                                  |
| Wyuna Estate Stage 12 (18 Lots)                | Completion of Wyuna Stage 12 is imminent. A request for the certificate of compliance is expected to be made shortly by the developer following completion on works in June 2013.                    |

### **Bridge Design & Construction**

All contracted works to design and construct four (4) reinforced concrete bridges at Barham River Road, Upper Gellibrand Road, Carlisle Valley Road and Ganes Access have reached practical completion. The works were undertaken by VEC Civil Engineering over a period from November 2012, when design work commenced, to June 2013 when construction was completed. All structures have been finished to a high standard.

The bridges were officially opened at Barham River Road on June 14 2013 by the Hon. Terry Mulder MP, Minister for Public Transport and Roads and Member for Polwarth.

### **Beeac Tennis Court Construction**

Construction of three (3) new tennis courts at Beeac to replace the old concrete courts was completed recently with the application of line marking and set up of posts and nets. The tennis club will undertake fencing and external landscaping to complete the project.

## **SUSTAINABLE PLANNING and DEVELOPMENT**

### **Planning & Building**

#### **Development of Bushfire Local Planning Policy**

The consultant met with Council officers and the CFA on 3 June 2013 to further discuss the key issues and agree on preferred directions for each town being considered by the project. It is anticipated that a draft report will be prepared for Council consideration around July/August of this year.

#### **Amendment C67 Salinity Management Overlay**

The report of the State Government appointed independent panel which has considered submissions received to Amendment C67 has been received and is publicly available. The panel hearing was in Colac on 9 April 2013. The report fully supports the amendment and recommends it be adopted subject to a final review of the boundary of the Salinity Management Overlay proposed to apply to one submitter's property. Officers will be preparing a report for Council consideration for adoption of the amendment at the July 2013 Council meeting. Councillors and submitters to the amendment have been provided with a copy of the panel report.

#### **Draft Heritage Strategy**

The draft Heritage Strategy was on public exhibition up until 7 June 2013. The Strategy documents achievements of Council in the past related to heritage, and expresses a range of actions which Council might take in the future. Officers will review submissions before finalising the document for consideration at the July Council 2013 meeting.

**State Native Vegetation Reforms**

The State Government announced on 22 May 2013 the introduction of new state-wide planning provisions relating to Native Vegetation, due to come into effect in September 2013. The changes do not alter the current planning permit requirements under State controls (ie Clause 52.17) or under the overlays applying in our Shire, rather the key changes are to the State Planning Policy Framework which guides decision making.

The former "Native Vegetation Framework" with the three step process of 'Avoid, Minimise and Offset' has been replaced with a new document called "Permitted Clearing of Native Vegetation - Biodiversity Assessment Guidelines". This document will now be the primary basis for guiding decisions on planning applications for vegetation removal, and will use a new risk pathway process based on a series of Victoria wide maps that have been produced showing the extent, condition, strategic biodiversity value and location risk of the vegetation. The current approach of offsetting vegetation removed is to be retained under the new provisions, with changes to the guidelines to improve how these are implemented and managed.

The State Government has indicated it will be reviewing planning permit exemptions for native vegetation removal by December 2014, which will likely result in some changes to what requires a planning permit. The Government also proposes to provide an updated Practice Note by December 2013 giving guidance to Councils on how they should apply environmental overlays such as the Environmental Significance Overlay and Vegetation Protection Overlay in light of the new provisions.

**Great South Coast Draft Regional Growth Plan**

The draft Regional Growth Plan (RGP) for the Great South Coast (GSC) region has been placed on public exhibition for one month, with written submissions due by 5 July 2013. Whilst Colac Otway Shire is within the Great South Coast regional grouping, it has been excluded from the development of the RGP on the basis that Council has already been included in the G21 Regional Growth Plan adopted in 2012. It was determined at the outset that there was little value in the Shire being included in two separate plans, and that the key was to ensure they were complementary and well integrated. In this respect, the draft GSC Plan is generally consistent with the G21 RGP and the assumptions of growth in our Shire that form part of that Plan (ie Colac growing to 20,000 by 2050), with some growth anticipated in towns to the west of Colac, such as Camperdown, Terang, Timboon and Cobden, which is anticipated to flow from the growth of Geelong and Colac. Warrnambool is the key focus for growth in the GSC region, with emphasis placed on focusing development in the transport corridor between Colac (Geelong/Melbourne) and Portland, and between Portland and Hamilton, and enhancement of the transport infrastructure (eg road and rail).

**Environment & Community Safety****Barongarook Creek and Lake Colac**

The third stage of the elm removal being undertaken by Council on Barongarook Creek north of the Chapel Street bridge has been completed. The focus of the next twelve months will be to carry out revegetation works and to undertake weed control and back fill planting where necessary. Although these works are progressing well they are difficult to manage because we are trying to get the balance between environmental and amenity needs. Council will continue to work with the local community and the members of the Lake Colac Coordinating Committee to try to get the balance right.

**Climate Resilient Communities of the Barwon South West Project**

Colac Otway Shire successfully applied for a \$600,000 grant on behalf of 10 municipalities through the Victorian Sustainability Accord. The aim of the project is to assist ten South West Victoria municipalities (and partners) to build capacity to manage risks and build

community resilience to extreme climate events. The first phase of the project is underway and members of the Project Reference Group recently met in Port Campbell to agree on how this phase will be rolled out. Strategic discussions will be held with 10 municipalities in early August 2013 to identify the key risks to extreme climate events for each region and to identify priority projects that could be undertaken. Once this has been completed the information will be collated into 10 municipal reports and one regional report. The findings will provide the basis for the work that will be undertaken in phase two of the project.

### **Animal Registrations**

Domestic Animal Registrations for the 2013/2014 period were due on 10 April 2013. Reminder notices have been sent out to people who have failed to re-register their animals, a media release has been issued and a reminder has also been run on a local radio station. In total 1,408 registrations were not renewed and while we know that some of these will be for deceased or departed animals, the overall figure is disappointing given the amount of infringements issued last year. Follow up inspections will be carried out where necessary and if people fail to register their animals Council will be forced to issue penalty infringement notices.

### **Local Law Review**

The public comment period for the revised versions of Local Laws 1, 2 and 3 closed on 24 May. The key changes relate to events, waste management and the numbers of domestic animals people can keep on the property. In total there were twelve written submissions made to Council that raised issues regarding Local Laws 1 & 2. Of the twelve submissions received there were two that identified issues relating to Local Law 1 and twelve that identified issues relating to Local Law 2. No submissions were received regarding Local Law Number 3. A number of changes will be made as a result of the feedback received in the submissions. All written submissions will be considered carefully by the Steering Committee and a response provided to the submissions prior to the final draft of the Local Laws being submitted to Council for endorsement. The aim is to have a final draft of the revised Local Laws submitted to Council for making of the laws in August 2013. Whilst the timeline will be followed as closely as possible, it should be recognised that by reviewing the local laws well before the statutory deadlines additional time can be taken to complete the process if required to effectively address any issues that may arise.

### **Relief and Recovery Project**

Council received a \$30,000 grant through the National Disaster Resilience Scheme to undertake a project across three municipalities to help improve Relief and Recovery planning and capacity. Over the next 8 months a series of workshops will be run to help the Councils review and enhance their respective Relief and Recovery Plans and then undertake a joint training exercise involving the activation of an Emergency Relief Centre.

### **Economic Development**

#### **Colac Marketing Strategy**

The Marketing Strategy was launched on 23 May 2013 at COPACC. More than 50 local residents and business people heard about the marketing strategy and how businesses can become involved, along with the premiere of the WIN TV advertisement for 'Colac, life your way.'

The advertisement will complement Council's attendance at the Regional Victoria Living Expo and support the marketing of Colac as a place to live. So far, two people have moved to Colac as a result of EDU marketing and follow up support services.

The WIN TV advertisement is also being used as part of an advertising campaign on all buses within Melbourne fitted with LCD screens. The 'Colac, life your way' advertisement will be scheduled with Otways Tourism and Otway Fly advertisements on 87 buses over a

period of three months. All advertisements will run in succession of each other allowing the Colac Otway Shire to be well represented as an area to visit and live.

A Colac Open Day is scheduled for 30 June 2013 with a welcome luncheon and a tour of Colac. Attendees of the Regional Victoria Living Expo that registered with Council have been invited to the Open Day and information has been placed on the Rural Councils Victoria website.

### **Business Development**

Council partnered with WHK and Otway Business Inc., on a 'Culture Matters' seminar at the Colac Football Rooms on June 12. WHK Director, Craig Biddiscombe, was the presenter and he focused on organisational culture and how managers can improve it.

The event was also an opportunity to promote business involvement in:

- The 'Colac, life your way' partnership opportunity that would allow businesses to use the brand and web link on their respective websites and marketing collateral.
- The Colac Leadership Program being developed to commence in 2014.
- The Sports Access program that enables disadvantaged primary aged children to participate in sports through business sponsorship.

### **Tourism**

Colac Visitor Information Centre visitation was down over May 2013 by 3.25% on the 2012 figures, with 2,261 customers. There were higher numbers of interstate visitors with most coming from Tasmania and Queensland. International tourists were predominantly from New Zealand, China, USA and Germany.

Visitors are tending to want information to assist day travel and day experiences, like mountain bike trails, rather than the long stay with accommodation.

The Great Ocean Road Visitor Information Centre had 8,015 visitors in May, a 4% increase on the previous year. Phone statistics were also up by 6% on the previous year with the majority of enquiries being for accommodation. Visitation over the Great Ocean Road Marathon weekend was down by 11% on the previous year, however accommodation bookings were strong.

Visitors were predominantly International (41%) traveling from UK, USA and China followed by Local (22%), Regional Victoria (17%), Melbourne & Surrounds (15%) and Interstate (9%).

Both Visitor Centre Coordinators have met with a retail mentor from the Small Business Victoria Mentoring Service to review retail practices to improve stock control and turnover and profit. Both Centres are also completing their end of financial year stock take.

Visiting friends and relatives account for 40% of visitation to the Great Ocean Road and up until now, there has been no campaigns specifically targeting this audience. Therefore, the Tourism Development Officer (TDO) has developed a visiting friends and relatives campaign called "Love Our Region". It is aimed at increasing local residents' awareness of visitor related products and experiences in the Colac Otway Shire and to build community pride. Residents will need to visit either the Colac or Apollo Bay Visitor Information Centres in order to register for the campaign.

Council's two new tourism advertisements will screen on WIN Television (Ballarat region) for two periods, each of three weeks duration. The first period will begin 21 June 2013, one week prior to the July 2013 school holidays and will cross over with the "Love Our Region"

campaign. The second period will commence on the 19 September 2013, one week prior to the September school holidays.

They will also be screening on 87 Melbourne bus routes, two to four times per hour throughout the metropolitan area from June – August 2013. The advertisements will run back-to-back with Council's "Life Your Way" advertisements and an Otway Fly "Tree Top Adventures" campaign. It is anticipated that the bus advertisements will reach up to 550,000 commuters per day.

A micro site ([www.visitotways.com](http://www.visitotways.com)) is also being built by the TDO, which will run via the Great Ocean Road, Tourism Vic consumer site and be the focus of future Colac Otway Shire tourism advertising. The site will also be launched in mid-June 2013 alongside the campaigns outlined above.

The TDO has re-designed one of Council's major tourism print publications, the Walks and Waterfalls Touring Guide. Up to 100 000 copies of this guide are distributed by the Visitor Information Centres within the Great Ocean Road Region per year.

### **Forrest Mountain Bike Strategy**

The Forrest Mountain Bike Strategy Project is a \$75,000 project supported by Regional Development Victoria, Department of Environment and Primary Industry and Council. It involves the development of a Strategic Plan for the Forrest Mountain Bike Trails and includes the infrastructure and environmental impact of the trails as well as the economic and social impacts and opportunities for the township of Forrest. Tenders have been received for the project and a successful consultant will be announced by 30 June 2013.

### **Colac High School Master Plan**

Council has requested a meeting between the CEO, the Mayor and the Minister for Education to discuss the portion of the site that can be gifted to the Shire on behalf of the community following completion of the Master Plan.

### **Advancing Country Towns (ACT)**

The Colac ACT program includes:

#### Better Services Early Years and Families

- Service mapping for early years and family support
- Best practice early years intervention program
- Integrated service delivery model
- Glastonbury Child and Family Services

#### Workforce and Industry Development

- Skills and Workforce Audit
- Workforce Development Planning
- Green Industry Feasibility Planning
- Enterprise Driven Education and Training Pathways

Colac Otway Shire is the coordinating body for all ACT projects in Colac. A memorandum of understanding between Glastonbury Child and Family Services and Colac Otway Shire is being developed to ensure Council participates in the Better Services Early Years and Families project, there is an effective process for transferring funds to Glastonbury and that proper acquittal process are in place.

A tender for the Skills Audit and Workforce Development Planning project has been advertised.

**Attachments**

Nil

**Recommendation(s)**

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

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CORPORATE AND COMMUNITY SERVICES

| ITEM | |
|--------------------------|---|
| <u>OM132606-3</u> | <u>COUNCIL PLAN 2013-2017 AND STRATEGIC RESOURCE PLAN 2013-14 TO 2016-17</u> |
| <u>OM132606-4</u> | <u>COMMUNITY PLAN - WYE RIVER AND SEPARATION CREEK</u> |
| <u>OM132606-5</u> | <u>FESTIVAL & EVENTS SUPPORT SCHEME 2013-14</u> |
| <u>OM132606-6</u> | <u>2013-2014 COMMUNITY FUNDING PROGRAM</u> |
| <u>OM132606-7</u> | <u>2013-2014 COMMUNITY FUNDING PROGRAM COPACC ASSISTANCE</u> |
| <u>OM132606-8</u> | <u>INSTRUMENT OF DELEGATION TO CHIEF EXECUTIVE OFFICER</u> |
| <u>OM132606-9</u> | <u>S6 INSTRUMENT OF DELEGATION - COUNCIL TO COUNCIL STAFF</u> |

OM132606-3**COUNCIL PLAN 2013-2017 AND STRATEGIC RESOURCE PLAN 2013-14 TO 2016-17**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Carmen Lawrence | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/95682 |

Purpose

To provide Council with the Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17 for endorsement.

Declaration of Interests

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

Background

On Wednesday 24 April 2013, Council resolved the following:

"That Council:

- 1. Endorses the draft Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17 to be released for public submissions for a period of five weeks.*
- 2. Considers any submissions on the draft Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17 at a Special Council Meeting to be held on Wednesday 12 June 2013 at COPACC at 1.00 pm.*
- 3. Requests the Chief Executive Officer to ensure that the public and Councillor feedback regarding specific projects be incorporated into annual plans as appropriate."*

The Council Plan 2013-2017 is an important strategic document which responds to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the next four years.

The attached Council Plan also includes the Strategic Resource Plan for the period 2013-14 to 2016-17.

Council Plan

Section 125 of the *Local Government Act 1989* requires that Council must adopt a four year Council Plan by 30 June in the year following a general Council election.

The Council Plan that has been developed to meet the requirements of the Act and includes:

- Pillars or Themes
- Goals
- Strategies
- Key Strategic Activities
- Performance Indicators and Targets
- Strategic Resource Plan.

The Act also requires that the Council Plan is reviewed at least annually to ensure it remains consistent with Council's strategic direction.

An extensive community consultation process was undertaken to inform the development of the Council Plan 2013-2017. Regular media releases informed the community on the date, time and location of consultations. Sessions were held across the Shire in the following townships:

- Apollo Bay
- Beeac
- Birregurra
- Colac
- Cororooke
- Forrest
- Gellibrand
- Lavers Hill.

Consultation occurred with the following Progress Associations and Business Groups:

- Apollo Bay Chamber of Commerce and Tourism
- Beeac Progress Association
- Birregurra Progress Association
- Otway Business Inc
- Otway Forum.

In addition, feedback was sought using social media and Council's website.

Strategic Resource Plan

The Strategic Resource Plan (SRP) is a component of the Council Plan and outlines the resources required to achieve Council's Goals expressed in the Council Plan. The SRP must include:

- Details of financial resources (standard statements)
- Details of non-financial resources, including human resources
- Council must adopt its SRP by 30 June each year. The SRP is intended to have a 4-year time frame.

The information in the SRP varies from the 2013-2014 Budget due to the timing of finalising the Budget.

The SRP indicates different rent rate increases, different expenditure both operating and capital etc.

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 Council is required by the Local Government Act 1989 to submit its Council Plan to the Local Government Minister by 30 June following a general election.

The aim of the Council Plan 2013-2017 is to articulate Council's vision for the future of Colac Otway Shire and to outline strategies to be achieved during the next four year period. It is an important strategic document for informing where Council's financial resources will be directed.

The development of the Council Plan has been a result of extensive community consultation and a number of discussions with Councillors and staff.

As a result of consultation, discussions and feedback some wording changes have been made to wording in the Strategies and Key Strategic Activities, Performance Indicators and Targets.

The changes are noted below.

The Council Plan includes our:

| | |
|------------|--|
| Vision | A sustainable community with a vibrant future |
| Mission | <p>Council will work with our community and partners to provide:</p> <ul style="list-style-type: none"> • Innovative leadership, good governance and financial accountability • Value for money, accessible and appropriately targeted services • A strong advocacy and engagement approach to achieve a truly liveable community |
| Values | <ul style="list-style-type: none"> • Respect • Integrity • Goodwill • Honesty • Trust |
| Commitment | We commit to being open and responsive to community needs; to being an effective Council, and to strive to make our Shire an inclusive, safe and desirable place to live. |

To satisfy the requirements of the *Local Government Act*, the Council Plan is structured as follows:

- **Pillars**

The plan is structured around four key themes or 'pillars', these are:

- Pillar 1: Good Governance
- Pillar 2: A Planned Future
- Pillar 3: A Place to Live and Grow
- Pillar 4: A Healthy Community and Environment.

- **Goals**

These are high level objectives of Council:

- Pillar 1: Good Governance
 - Ensure transparency of governance practices, the capability of our organisation and effective resource management.

- Pillar 2: A Planned Future
 - Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.
- Pillar 3: A Place to Live and Grow
 - Improve access to buildings, spaces and education to support and enable quality of life.
- Pillar 4: A Healthy Community and Environment.
 - Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

- **Strategies**

These are statements of intended action to achieve the Council Plan goals:

- Pillar 1: Good Governance – **note changes to Strategies 2 and 4**
 1. Transparent and accountable decision making.
 2. Prudent and accountable financial, asset, (add) *risk* and resource management.
 3. Effective community engagement and participation.
 4. Embed an organisation culture of a high performance and service excellence (add) *and safety*.
- Pillar 2: A Planned Future
 1. Plan for future land use to respond to population growth and changing needs.
 2. Develop an integrated response to meet future infrastructure needs.
 3. Advocate for improved public transport.
 4. Promote local business, services and foster employment opportunities.
 5. Grow tourism to support the local economy.
- Pillar 3: A Place to Live and Grow
 1. Address the health and wellbeing needs of people of all ages and abilities.
 2. Advocate for access to an increased range of education and training opportunities.
 3. Increase the diversity of arts, culture and social spaces.
 4. Maintain existing infrastructure.
- Pillar 4: A Healthy Community and Environment - **note changes to Strategies 2, 3 and 5.**
 1. Encourage active participation in recreation, arts and leisure pursuits.
 2. Promote respect, (delete) ~~tolerance~~ and inclusion of (add) *social and* cultural differences.
 3. ~~Advocate to increase environmental sustainability~~ (replace with) *Increase environmental sustainability through direct initiatives and advocacy.*
 4. Protect and care for the natural environment.
 5. Support community safety (add) *initiatives*, (delete) ~~through~~ local law enforcement and emergency management.

- **Key Strategic Activities, Performance Indicators and Targets**

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priorities, or Key Strategic

Activities (KSA's), to achieve during the next four years. Performance indicators and targets have been established for each of the KSA's. **Please note changes to Pillars 1, 2 and 3.**

Pillar 1: Good Governance

| | Performance Indicators | Targets |
|---|--|---------------------------|
| Implement Council's Risk Management System. | Incident reporting and management system implemented. | 100% |
| | Budget met with a tolerance of | +/- 5% |
| | Risk Register reviewed by the Risk Management Committee. | 100% |
| | Compliance audits completed. | 100% |
| | New risk register management system implemented. | 100% |
| | Budget met with a tolerance of | +/- 10% |
| Implement Council's internal audit program. | Complete internal audits as per audit schedule. | 100% |
| | Respond to all audit recommendations. | 100% |
| | Budget met with a tolerance of | +/- 5% |
| (delete) Develop proficiency in
(add) <i>Staged implementation of the National Asset Management Framework.</i> | (add) Stage 1: Asset Management system implemented. | 100% |
| | Budget met with a tolerance of | +/- 5%
(changed to) 3% |

Pillar 2: A Planned Future

| | Performance Indicators | Targets |
|--|---|---------|
| (delete) Community integrated infrastructure and asset renewal plan. | Asset management plan developed. | 100% |
| | Budget met with a tolerance of | +/- 5% |
| (add) <i>Community infrastructure and asset renewal plan.</i> | <i>Develop Asset Management Plans for key community infrastructure types.</i> | 100% |
| | <i>Develop an Asset Renewal Plan with forward projections of funding requirements.</i> | 100% |
| | <i>Identified asset renewal priorities funded.</i> | 100% |
| (add) <i>Develop a Colac Otway Shire Footpath Strategy.</i> | <i>Strategy Developed</i> | 100% |
| (add) <i>Staged implementation of the Colac CBD & Entrances Project.</i> | <i>Stage 1: Detailed design completed.</i> | 100% |
| | <i>Stage 2: Funding bid successful.</i> | 100% |
| | <i>Stage 3: Inner Eastern Entrance completed.</i> | 100% |
| | <i>Budget (stage 3) met with a tolerance of</i> | +/- 5% |
| (add) <i>Apollo Bay Harbour Master Plan.</i> | <i>Stage 1: Master Plan completed and adopted as a reference document in the Colac Otway Shire Planning Scheme.</i> | 100% |
| | <i>Stage 2: Implementation strategy developed.</i> | 100% |
| (add) <i>Staged redevelopment of the former Colac High School site.</i> | <i>Stage 1: Master Plan completed.</i> | 100% |
| | <i>Stage 2: Clearance and handover to Colac Otway Shire.</i> | 100% |
| | <i>Stage 3 Detailed design completed.</i> | 100% |

Pillar 3: A Place to Live and Grow

| | Performance Indicators | Targets |
|---|------------------------|---------|
| Develop and implement the Public Health and Wellbeing | Plan developed. | 100% |
| | Plan implemented. | 100% |

| | Performance Indicators | Targets |
|---|---|--------------------|
| Plan. | Budget met with a tolerance of | +/- 5 % |
| Staged implementation of the Beechy Precinct development program. | \$10 million Bluewater Fitness Centre redevelopment completed. | 100% |
| | Budget met with a tolerance of | +/- 2.5 % |
| | Community sports field constructed. | 100% |
| | Budget met with a tolerance of | +/- 10% |
| Staged implementation of the Open Space Strategy. | Stage 1: Strategy incorporated into the Planning Scheme. | 100% |
| | Stage 2: Implementation strategy developed. | 100% |
| | Stage 3: Priority actions implemented. | 100% |
| | Budget (stage 3) met with a tolerance of | +/- 5 % |
| Implement the Workforce and Industry Development Project (Advancing Country Towns). | Industry workforce plan completed. | 100% |
| | Budget met with a tolerance of | +/- 5 % |
| | Green business audit completed. | 100% |
| | Budget met with a tolerance of | +/- 5 % |
| (delete) Implement the Building Renewal Program. | Program actions completed. | 85% |
| | Budget met with a tolerance of | +/- 5 % |
| <i>(add) Implement the asset renewal and maintenance programs.</i> | <i>Asset renewal project completion</i> | <i>90%</i> |
| | <i>Budget met with a tolerance of</i> | <i>+/- 3.0%</i> |
| | <i>Inspect and maintain Council's road and footpath assets in accordance with the Road Management Plan:</i> | |
| | <i>• Inspections completed as per schedule.</i> | <i>100%</i> |
| | <i>• Maintenance responsiveness.</i> | <i>85%</i> |
| | <i>Road and footpath maintenance budget met with a tolerance of</i> | <i>+/- 1.5%</i> |

Pillar 4: A Healthy Community and Environment.

| | Indicators | Target |
|--|--|---------|
| Implement the relevant stages of the Environment Strategy 2010-18. | Develop bi-annual action plans. | 100% |
| | Completion of bi-annual plan actions. | 80% |
| | Budget met with a tolerance of | +/- 5% |
| Implement the Active Transport Strategy. | Strategy adopted. | 100% |
| | Implementation plan developed. | 100% |
| | Budget met with a tolerance of | +/- 10% |
| Implement the Municipal Emergency Management Plan. | Annual review and realignment completed. | 100% |
| | Colac Otway Shire Municipal Fire Plan actions completed. | 80% |
| | Budget met with a tolerance of | +/- 10% |

Strategic Resource Plan

The Strategic Resource Plan (SRP) is required under the *Local Government Act 1989*.

This section of the Council Plan contains an abridged version of the formal Strategic Resource Plan (SRP), the purpose of which is to make it more accessible to the general reader while still containing the critical information. The unedited version of the SRP is attached to this report and will be on Council's website at www.colacotway.vic.gov.au. The abridged version provides:

- Details of financial resources (standard statements)

- Details of non-financial resources.

Council must adopt its SRP by 30 June each year. The SRP is intended to have a 4-year time frame, but is reviewed on an annual basis.

Due to the different timelines with the preparation of the Council Plan and the Budget there are inconsistencies in the figures. For example the SRP and the Budget currently indicate different rate increases, employee costs and Capital Expenditure etc.

In future years it will be the aim that the review of the SRP and the budget process have the same timelines so the figures are consistent between the 2 documents.

Consultation

In accordance with s223 of the *Local Government Act 1989*, the Council Plan was advertised, with a call for public submissions for a period of at least 28 days in accordance with sections 125 and 223 of the *Local Government Act 1989*. The consultation period closed on 3 June 2013, with one submission received from the Apollo Bay Aquatic Centre.

The submission was considered at a Special Meeting of Council at COPACC on Wednesday, 12 June 2013.

The submission was a letter with respect to the Apollo Bay indoor heated swimming pool.

The letter noted that *“reading the goals and strategies listed under the pillars in the Council Plan, it seems that an indoor pool for Apollo Bay is in keeping with the following:*

Pillar 2: A Planned Future aiming to facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy and in particular Strategy 2 to develop an integrated response to meet future infrastructure needs.

Pillar 3: A Place to Live and Grow aiming to improve access to buildings, spaces, services and education to support and enable quality of life and in particular, Strategies 1 & 2 to address the health and wellbeing needs of people of all ages and abilities and to advocate for access to an increased range of education and training opportunities.

Pillar 4: A Healthy Community and Environment in particular Strategy 1 to encourage active participation in recreation, arts and leisure pursuits.

We sincerely hope that Council’s Operational Plan will address the achievement of this much needed and awaited health facility for the Apollo Bay & district community.”

Council has previously resolved to advocate for funding for the Apollo Bay indoor heated pool and this is included in the Draft Operational Plan under Pillar 3: A place to Live and Grow, Strategy 1: Address the health and wellbeing needs of people of all ages and abilities as *“Advocate for funding for the Apollo Bay indoor heated pool.”*

Operational Plan

The annual Operational Plan underpins the Council Plan. It contains details of key projects, activities and advocacy actions that will be undertaken by Council each financial year. The Operational Plan was constructed to allow the Council Plan to be more strategically focussed. It also responds to community feedback asking for more detail about the works that Council undertakes to address day to day issues like footpath and road maintenance etc.

The Operational Plan for 2013-14 will be available for viewing by the community and is currently being developed. It contains:

- Annual work programs linked to the Key Strategic Activities of the Council Plan
- Other major projects and activities
- Advocacy actions.

Proposal

That Council endorses the Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17.

Financial and Other Resource Implications

The 2013-2014 budget allocation allowed for the Council Plan production is \$12,000.

The Council plan identifies the key business activities of the Council for the coming four years and informs the determining of Council Budgets. The Plan is supported by the Strategic Resource Plan which sets out a four year Financial Plan to ensure the Council Plan goals can be achieved.

Risk Management & Compliance Issues

The Council Plan 2013-2017 meets the legislative requirements of sections 125, 126 and 223 of the *Local Government Act 1989*.

The Council must endorse the Plan by 30 June following the election of Council. The Plan was made available for public inspection, with members of the public provided the right to make a submission under the provisions of section 223 of the *Local Government Act 1989*.

Environmental and Climate Change Considerations

Considerations have been applied in the development of the Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17.

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 involve the Community in the development of the Council Plan.

An extensive community consultation process was undertaken to inform the development of the Council Plan 2013-2017. Regular media releases informed the community on the date, time and location of consultations. Sessions were held across the Shire in the following townships:

- Apollo Bay
- Beeac
- Birregurra
- Colac
- Cororooke
- Forrest
- Gellibrand
- Lavers Hill.

Consultation also occurred with the following Progress Associations and Business Groups:

- Apollo Bay Chamber of Commerce and Tourism
- Beeac Progress Association
- Birregurra Progress Association
- Otway Business Inc
- Otway Forum.

In addition, feedback was sought using social media and Council's website.

In accordance with s125 and 223 of the *Local Government Act 1989* the Council Plan was advertised for a further five week period from 29 April 2013 to Monday, 3 June 2013 with a call for public submissions. Submissions closed on 3 June 2013 with one submission received and considered by Council at a Special Meeting of Council at COPACC on Wednesday, 12 June 2013.

Implementation

The Council Plan 2013-2017 is submitted to Council for endorsement on 26 June 2013 and forwarded to the Minister for Local Government by 30 June 2013.

Key dates with respect to the Operational Plan 2013-2014:

- Draft Operational Plan to Council Workshop 12 June 2013
- Final Operational Plan to Council Workshop 10 July 2013
- Final Operational Plan to Council Meeting 24 July 2013.

Conclusion

The Council Plan 2013-2017 has been developed with extensive community consultation.

The Council Plan is compliant with the requirements of the *Local Government Act 1989*.

The Council Plan 2013-2017 responds to the key issues faced by our community, which informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

Attachments

1. Council Plan 2013-2017 - Final 20130614
2. Final Strategic Resource Plan 2013-2017 - Colac Ot

Recommendation(s)

That Council adopts the Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17.

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**OM132606-4****COMMUNITY PLAN - WYE RIVER AND SEPARATION CREEK**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Greg Fletcher                  | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/3727     |

**Purpose**

This report provides Council the opportunity to view, acknowledge and adopt the Wye River and Separation Creek Community Plan 2013 as reflecting the goals and aspirations of this community.

**Declaration of Interests**

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

**Background**

The Victorian bushfires of 2009 created a heightened level of anxiety with a number of communities within Colac Otway Shire, especially those in The Otways. A number of community fire conversations under the programme of Fire Learning Networks were arranged by, the then, Department of Sustainability and Environment. These were held in Forrest and Gellibrand. The communities of Wye River and Separation Creek were independently involved in developing ideas and planning for fire events within their district.

Funding was received from the Department of Planning and Community Development in 2011 to support these three communities to develop a Community Planning Model which was intended to understand community needs, increase community capacity, promote self-reliance and reduce vulnerability. The processes and principles developed in these plans were to be applied to general planning issues or emergencies, such as fire, flood or drought.

Noelker Consulting and Insight Communications were engaged to support these communities in developing their Community Plan. A Community Planning Reference Group was formed from local and state services, departments and emergency authorities to oversee the project.

A number of weekend meetings with the communities were held over a two year period to develop the Community Plan for Wye River and Separation Creek.

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

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

**Issues / Options**

It was realised early in the project that the Wye River and Separation Creek communities were tired of talking about the threat of fire, and raised a number of issues that were important to them. Not the least being a lack of communal understanding and communication of activities, proposals and ideas within the diverse and often separated communities.

It was determined by the Community Planning Reference Group that to support an understanding of community needs, increase community capacity, promote self-reliance and reduce vulnerability that the communities needed to work together to plan and prioritise their needs and in doing so achieve the objectives of the project. A community that learns to plan and prioritise together in normal times will have developed skills, knowledge and an understanding of how to do the same in times when an extreme event impacts on their community.

### **Proposal**

It is proposed that the Community Plan for Wye River and Separation Creek provides the community with a common voice on the issues that they see as most important. These issues having been identified through a community voting and selection process and were narrowed down to the following 5 key priorities.

- More accessible bush walks. Construct a safe walking access between Wye River and Separation Creek by stabilising and upgrading Paddy's Path.
- Pedestrian bridge across Separation Creek.
- Weed eradication across public and private land in Wye River and Separation Creek.
- Community to continue to develop fire safety planning measures and seek government approval and funds for implementation.
- Develop a plan for traffic control during peak seasons and resolve car parking.

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

It is not the intention of the Community Plan that Council is required or obligated to undertake or resolve any of these priorities. They are highlighted as priorities that the community works on together to advance each priority, and include the best way to have it implemented. This could be through lobbying government, applications for funding to state government agencies, community effort and discussions with Council on appropriate approaches to achieve a priority.

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

The administration of the Community Plan is described in Section 3 which states:-

*"In order to implement the community plan it was suggested that representatives from local groups and interested individuals form into a coordinating group with the group's goal to:*

- *Coordinate the efforts of the community*
- *Maximise access to resources and funding*
- *Involve community groups and residents to contribute in developing the initiatives and priorities*

*The coordinating group could provide leadership to ensure improvements are gained to manage and organise priority initiatives when planning and development of the priority initiatives are undertaken. Well planned and structured initiatives with full community support will increase the chances of all levels of government supporting funding for implementation."*

As a result of the recommendations from the plan, the Coordination Group is presently being formed.

**Environmental and Climate Change Considerations**

The issues raised in this Community Plan seek environmental improvements such as weed eradication across public and private land in Wye River and Separation Creek.

**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 developing and administering this Community Plan has been to empower the community through a support process to identify issues, priorities them and understand how they can self-administer, through local leadership, improvements.

**Implementation**

The implementation of this Community Plan is to be undertaken by the communities of Wye River and Separation Creek. It is important that all levels of government are aware of this plan and that it is seen as supporting and informing existing programmes. Where there are conflicts or uncertainties it provides an opportunity to discuss these differences, whether they be between community members, committees or any level of government.

Following a resolution of this report a letter will be sent to the Coordination Group to advise them of the outcome and encourage their commitment.

**Conclusion**

This community planning process has created a consensual approach to identifying issues that are important to the Wye River and Separation Creek community in a way that supports and understands community needs, increases community capacity and promotes self-reliance, which in turn can reduce vulnerability.

It is important that Council understands, acknowledges and adopts this plan as a direction set with and by the people.

**Attachments**

1. Community Plan - Wye River and Separation Creek

**Recommendation**

***That Council acknowledges and adopts the Community Plan for Wye River and Separation Creek as a document which identifies the community's needs and a process of how to realise them.***

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OM132606-5**FESTIVAL & EVENTS SUPPORT SCHEME 2013-14**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Vicki Jeffrey | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96432 |

Purpose

The purpose of this report is to seek Council endorsement of recommendations made by the Festival and Event Support Scheme Advisory Committee for applications received under the Colac Otway Festival and Events Support Scheme 2013-14.

Declaration of Interests

The following interest was declared at the meeting of the Festival and Events Support Scheme Advisory Committee:

Vicki Jeffrey, Events Officer declared an interest in the Birregurra Festival and Art Show.

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

Background

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

1. Provide assistance to conduct established professional and quality festival or event activities within Colac Otway Shire.
2. Improve the quality of life experiences for communities within the municipality by increasing access to quality festivals and events.
3. Promote cultural diversity and greater awareness, appreciation and participation in activities within the Colac Otway Shire area.
4. Promote a sense of pride and community identity.
5. Stimulate visitation and tourism to the Colac Otway Shire area and increase economic and social development opportunities.
6. Contribute to the recognition of the Colac Otway Shire area as a region to host festivals and events.
7. Create an environment for innovation and creativity within the municipality.
8. Assist established Festivals and Events (where appropriate and where feasible) to enable the Festival or Event to become as self-sufficient as possible.

Applications for the Support Scheme closed on 3 May 2013 with a total of 38 submissions being received.

The 2013/14 Draft Budget allocates \$75,000 funding for the Festival and Events Support Scheme.

A meeting of the Festival and Events Support Scheme Advisory Committee was held 5 June 2013 consisting of Cr Russell, Cr Smith, Cr McCrickard, Cr Woodcroft, Adrian Healey (Tourism Development Officer – Colac Otway Shire) and Vicki Jeffrey (Events Officer – Colac Otway Shire).

Sponsorship was assessed under the following criteria:

a. Platinum Sponsorship (Up to \$7,500)

- This level of sponsorship is available to Major Events with an international significance, Icon Status or Major Community event within the Colac Otway Shire.
- Events in this category attract 5,000 or more attendees.
- Events within this category will provide significant benefits to the Colac Otway Shire in terms of economic, social and cultural growth to the region and contribution to the local community.
- Events within this category must demonstrate a significant community focus.

b. Gold Sponsorship (Up to \$5,000)

- This level of sponsorship is available to Major Events with considerable significance within the Colac Otway Shire.
- Events in this category attract between 2,000 – 5,000 attendees.
- Events within this category will provide strong benefits to the Colac Otway Shire in terms of economic, social and cultural contribution to the local community.
- Events within this category will demonstrate a strong community focus. The event will also provide considerable promotional marketing opportunity (including print, signage, radio and web) to the Colac Otway Shire and be a motivator for people to visit the region.

c. Silver Sponsorship (up to \$2,500)

- This level of sponsorship is available to Minor Events within the Colac Otway Shire.
- Events in this category attract 1,000 to 2,000 attendees.
- Events within this category will provide reasonable benefits to the Colac Otway Shire in terms of economic, social and cultural contributions to the local community.
- Events within this category will demonstrate a strong community focus. The event will also provide considerable promotional marketing opportunity (including print, signage, radio and web) to the Colac Otway Shire and be a motivator for people to visit the region.

d. Bronze and Seed Sponsorship (up to \$1,000)

- This level of sponsorship is available to Minor Events within the Colac Otway Shire.
- Events in this category will have an attendance of up to 1,000 attendees.
- Events within this category will provide some benefits to the Colac Otway Shire in terms of economic, cultural and social growth to the region.
- Events within this category will demonstrate a strong community focus. The event will also provide considerable promotional marketing opportunity (including print, signage, radio and web) to the Colac Otway Shire and be a motivator for people to visit the region.

**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 development of the Colac Otway Festival and Events Support Scheme 2013-14 is a direct outcome of the recommendations contained in the 2007-2011 Festivals and Events Strategy, endorsed by Council in January 2007.

Issues / OptionsApplications received

A total of thirty eight (38) applications were received under the 2013-2014 Festival and Support Scheme comprising the following events:

1. Colac Golf Club – Indoor Markets 2013
2. Birregurra Golf Club – 100 Year Celebration 2013
3. Beeac Primary School – 150 year Anniversary 2013
4. Cressy Railway Centenary 2013
5. Barongarook Fire Festival 2013
6. Colac Orchid Show 2013
7. Bulla Fun Run 2014
8. An Autumn Night with Tiffany Eckhart & Dave Steel 2014
9. Colac Quilters Exhibition 2014
10. Old Beechy Rail Trail 2014
11. Good Friday Fun Day 2014
12. VVGA Country Championship 2014
13. Run Forrest – Half Marathon 2014
14. Colac Braves Baseball Club – 30th Year Anniversary Ball
15. Cororooke Tennisathon 2013
16. Volcano Dreaming 2013
17. 22nd Colac Garden & Lifestyle Expo 2013
18. Community Choir at Birregurra Festival 2013
19. Warrion Flower Show 2013
20. Colac Woodturners Wood Design Exhibition 2013
21. The Big Rainbow 2013
22. Run Colac 2014
23. Birregurra & Warncoort Studio Weekend 2014
24. Otway Soup Festival 2014
25. 2013/2014 Happenings Guide & Events 2013
26. Forrest Festival 2013
27. Carols by Candlelight 2013
28. Gellibrand River Blues and Blueberry Festival 2014
29. Amy Gran Fondo 2013
30. Birregurra Festival & Art Show 2013
31. RACV Great Vic Bike Ride 2013
32. Colac Golf Club – Australia Day 2014
33. Seafood Festival 2014
34. The Beach to Beech Cycling Event 2014
35. Colac Kana Festival 2014
36. Apollo Bay Music Festival 2014
37. Kona Odyssey 2014
38. Great Ocean Road Marathon 2014.

All applications were considered by the Advisory Committee and all have been recommended for funding within the provisions of the program guidelines and the level of funds available.

Options

There are three options for Council consideration:

1. Oppose the adoption of the recommendations made by the Festival and Events Support Scheme Advisory Committee for applications received under the Colac Otway Festival and Events Support Scheme 2013-14.

2. Undertake further assessment of the recommendations and return to Council for further consideration. A delay in adopting the recommendations made by the Advisory Committee for Events Funding and Support will be detrimental to the funding process as it may negatively impact the ability of some organizers to secure funding from other agencies and / or deliver their events on time.
3. Adopt the recommendations made by the Advisory Committee and provide identified funding allocations to the recommended event organizers/groups. Adopting these recommendations will enable a growing number and range of events held within the municipality to address funding to assist with the continued growth and development of events.

Proposal

It is proposed that Council adopts the recommendations made by the Advisory Committee to provide event funding for the identified event organisers/groups under the Colac Otway Festival and Events Support Scheme 2013-14.

Financial and Other Resource Implications

The proposed Colac Otway Festival and Events Support Scheme 2013-14 has dedicated funds through the development of specific project budget lines under the 2013-14 budget process. A total budget allocation of \$75,000 has been provided in the draft Budget.

Risk Management & Compliance Issues

Endorsement of the Colac Otway Festival and Events Support Scheme 2013-14 recommendations will reduce the risk to Council by ensuring that a fair, equitable and transparent process is applied to the administering of Council funding for events.

All events funded under this scheme are required to undertake Council's event approval process which specifically addresses risk management and compliance issues specific to the event.

Environmental and Climate Change Considerations

The Colac Otway Festival and Events Support Scheme 2013-14 guidelines specify that it is a condition of all successfully funded applications that their event meets set criteria regarding event waste management. Other environmental considerations are identified throughout the approval process and are dealt with accordingly.

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, collaborate and empower which includes:

1. Applications forms and guidelines were advertised across the Shire in early March 2013 for Colac Otway Shire's 2013-14 Festival and Events Support Scheme.
2. Application forms were made available from Council's Customer Service Centres in Colac and Apollo Bay, via the website and through direct database mail.
3. An Email application lodgement process was offered to make it easier for applicants to submit applications electronically.
4. Council officers met with individual applicants as required providing further assistance in progressing applications.

Implementation

It is proposed that applicants will be notified immediately of the outcome of their submission, subject to Council endorsement of the recommendations made by the Advisory Committee for applications received under the Festival and Events Support Scheme 2013-14.

Funding will be released to successful applications upon the receipt of a tax invoice. A civic reception will be held at COPACC on Friday July 19 2013 to present the sponsorship cheques to successful applicants in conjunction with the awarding of the Community Funding Program. This will be the second occasion that the awarding of the Festival and Events sponsorship will be included in this civic ceremony.

Conclusion

It is expected that in the future, all applicants must apply under the relevant prescribed event category contained in the application form with relevant funding allocations. The Colac Otway Festival and Events Support Scheme 2013-14 (guidelines, application and acquittal form) will ensure clarity, transparency and accountability in administering future Council funding in relation to events.

Attachments

1. Festival & Events Support Scheme 2013/14 - Final 5/6/13

Recommendation(s)

That Council, subject to the adoption of the 2013/2014 Council Budget, adopts the recommendations made by the Festival and Events Support Scheme Advisory Committee for categories of the various events and funding allocations to events under the Colac Otway Festival and Events Support Scheme 2013-14.

| | Event | Funding | Category |
|-----|--|-----------------|-----------------|
| 1. | Colac Golf Club – Indoor Markets 2013 | \$500 | Seed |
| 2. | Birregurra Golf Club 100 th Year 2013 | \$1,000 | Seed |
| 3. | Beeac Primary School 150 th 2013 | \$750 | Seed |
| 4. | Cressy Railway Centenary 2013 | \$500 | Seed |
| 5. | Barongarook Fire Festival 2013 | \$1,000 | Seed |
| 6. | Colac Orchid Club 2013 | \$500 | Bronze |
| 7. | Bulla Fun Run 2014 | \$1,000 | Bronze |
| 8. | An Autumn Night with Tiffany Eckhart and Dave Steel 2014 | \$1,000 | Seed |
| 9. | Colac Quilters Exhibition 2014 | \$1,000 | Seed |
| 10. | OBRT Fun Run 2014 | \$1,000 | Bronze |
| 11. | Good Friday Fun Day 2014 | \$1,000 | Seed |
| 12. | VVGA Country Championship 2014 | \$1,000 | Seed |
| 13. | Run Forrest – Half Marathon 2014 | \$1,000 | Seed |
| 14. | Colac Braves Baseball 30 th Year 2014 | \$1,000 | Seed |
| 15. | Cororooke Tennisathon 2013 | \$2,500 | Silver |
| 16. | Volcano Dreaming 2013 | \$2,500 | Silver |
| 17. | 22 nd Colac Garden & Lifestyle Expo 2013 | \$1,000 | Silver |
| 18. | Community Choir at Birregurra Festival 2013 | \$1,000 | Silver |
| 19. | Warrion Flower Show 2013 | \$2,500 | Silver |
| 20. | Colac Woodturners Exhibition 2013 | \$2,250 | Silver |
| 21. | The Big Rainbow 2013 | \$1,000 | Silver |
| 22. | Run Colac 2014 | \$1,000 | Silver |
| 23. | Birregurra & Warncoort Open Studio 2014 | \$1,000 | Silver |
| 24. | Otway Soup Festival 2014 | \$1,500 | Silver |
| 25. | 2013/2014 Happenings Guide & Events | \$1,000 | Silver |
| 26. | Forrest Festival 2013 | \$1,000 | Gold |
| 27. | Carols by Candlelight 2013 | \$5,000 | Gold |
| 28. | Gellibrand River Blues and Blueberry Festival 2014 | \$3,000 | Gold |
| 29. | Amy Gran Fondo 2013 | \$3,000 | Platinum |
| 30. | Birregurra Festival & Art Show | \$4,000 | Platinum |
| 31. | RACV Great Vic Bike Ride 2013 | \$5,000 | Platinum |
| 32. | Colac Golf Club – Australia Day on the Green | Nil | Platinum |
| 33. | Seafood Festival 2014 | \$5,000 | Platinum |
| 34. | The Beach to Beech Cycling Event | Nil | Platinum |
| 35. | Colac Kana Festival 2014 | \$6,500 | Platinum |
| 36. | Apollo Bay Music Festival 2014 | \$5,000 | Platinum |
| 37. | Kona Odyssey 2014 | \$3,000 | Platinum |
| 38. | GOR Marathon 2014 | \$5,000 | Platinum |
| | TOTAL FUNDING | \$75,000 | |

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**OM132606-6****2013-2014 COMMUNITY FUNDING PROGRAM**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Jodie Fincham                  | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F13/1451     |

**Purpose**

The purpose of this report is to seek Council approval for recommendations from the Grants/Community Funding Advisory Committee for Council grants from the 2013/2014 Community Funding Program.

**Declaration of Interests**

Cr Chris Smith declared a conflict of interest under the *Local Government Act 1989* in the preparation of this report due to his involvement with Colac Area Health. Cr Mick McCrickard declared a conflict of interest under the *Local Government Act 1989* in the preparation of this report due to his involvement with Trinity College.

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

**Background**

The Council Community Funding Program is available to not-for-profit community organisations. Applications for Council grants closed on 3 May 2013 with a total of 78 submissions being received.

The 2013/14 Draft Budget allocates a total of \$135,000 funding for this scheme. To assist in the allocation of funds during assessment, \$85,000 was ear marked for Recreation Facilities, \$10,000 funding for COPACC hire assistance and the Community Projects allocation was evenly divided between the Small Equipment and Training (\$20,000) and general Community Projects (\$20,000). The Recreation Facilities, Community Projects and COPACC funding streams were oversubscribed.

An increase was noted in the overall number of applications received from seventy in 2012/13 to seventy eight in 2013/2014. There was an increase in the number of applications submitted for Community Projects. A trend towards applicants seeking the maximum amount of funding (\$5,000) was also noted in the Recreation Facilities category for 2013/14.

The Grants/Community Funding Advisory Committee met on 7 June 2013 to assess applications. Cr Stephen Hart, Cr Mick McCrickard and Cr Smith, attended together with Council officers. Cr Woodcroft was an apology, however he provided written advice regarding his assessment of applications. The Committee considered the applications and the preliminary recommendations of the officers.

COPACC assistance is part of the Council Community Funding Program, however it is considered in a separate report to Council.

**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 Council Community Funding Program supports this commitment.

The 2006-2010 Colac Otway Recreation Strategy, 2007-2011 Colac Otway Festival and Events Strategy and 2007-2011 Colac Otway Arts and Culture Strategy identify the benefits to community development and the valuable economic input the Council Community Funding Program contributes across the Shire. Each of the three strategies identified the importance of this funding, which further supports the volunteer input provided to each of the community projects.

### **Issues / Options**

#### Community Projects

The Community Projects allocation of \$40,000 was evenly divided between the general Community Projects category and the Small Equipment and Training (total project cost up to \$2,000). There were 18 requests under the Community Projects category seeking \$46,865 from a total pool of \$20,000. One applicant withdrew their application prior to assessment as the item was no longer available for purchase. It is recommended that 12 requests be funded from this category. There were some reductions to the amount of funding requested on the basis of the need to meet budget allocations.

#### Small Equipment and Training

There were 21 requests under the Small Equipment and Training category seeking \$15,091 from a total pool of \$20,000. It is recommended that 20 requests be funded from this category. The balance remaining from this category will be used to offset over allocations in the Recreation Facilities category. There were some reductions to the amount of funding requested on the basis of the need to meet budget allocations.

#### Recreation Facilities

There were 31 submissions requesting \$119,741 for maintenance and improvement under the Recreation Facilities category from a funding pool totalling \$85,000. It is recommended that 24 requests be funded from this category. Several projects were able to be funded through Council's Building Renewal Program or recommended for funding through alternative funding sources.

The Grants/Community Funding Advisory Committee recommended 71 grants (including COPACC assistance) for funding in 2013/2014. Unsuccessful applicants will be referred to alternative funding agencies or sources, encouraged to rework incomplete applications and resubmit in the next round, or were ineligible due to not meeting the funding criteria – refer attachments.

There are two options for Council:

1. Approve the recommendations from the Community Funding Advisory Committee for the 2013/2014 Community Funding Program for Recreation Facilities and Community Projects categories. Approval of recommendations will result in a total estimated value of \$168,006 of works/activities to be undertaken in Recreation Facilities, \$26,662 in Small Equipment purchases and training and \$49,035 in Community Projects.
2. Do not approve the recommendations from the Community Funding Advisory Committee for the 2013/2014 Community Funding Program for Recreation Facilities and Community Projects categories. The Community Funding Program assists groups to partner with Council to achieve capacity building projects, membership growth, group development and community development initiatives that would not otherwise occur if either the community groups or Council had to fully finance them.

**Proposal**

It is proposed that Council approves the attached recommendations from the Grants/Community Funding Advisory Committee for the 2013/2014 Community Funding Program for Recreation Facilities and Community Projects categories.

**Financial and Other Resource Implications**

The Council Community Funding Program allocated a total of \$125,000 across the three funding categories (Recreation Facilities, Community Projects and Small Equipment and Training) and \$10,000 for COPACC. The implication of total expenditure for the 2013-2014 program under each of the funding categories is as follows:

- COPACC Assistance \$10,751
- Community Projects \$20,465
- Recreation Facilities \$91,221
- Small Equipment and Training \$13,274

The total funding allocation amount is included in the Draft Budget for 2013-2014.

**Risk Management & Compliance Issues**

Grant recipients are responsible for the risk management of their projects. Risk Assessment templates were included with each grant application. Job Safety Analysis (JSA's) sheets will also be requested from contractors prior to commencement of projects. An Internal Referral process has been implemented to provide an integrated approach between Departments involved in the process (Building, Planning, Environment and Infrastructure).

**Environmental and Climate Change Considerations**

Some of the proposed projects add to beautification or improvement of local environs and more sustainable energy use. Council's Environment Department were requested to provide further advice regarding applications where relevant.

**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 of engagement selected has been to inform, collaborate and empower.

- Application forms and guidelines were advertised across the Shire in early March 2013 for Colac Otway Shire's 2013/2014 Community Funding Program. An eye catching advertising format was used to attract increased interest in the program, specifically from new groups.
- Council hosted two information sessions in Colac and Apollo Bay to enable groups to discuss the funding program with Council's Recreation and Events Coordinator. Application forms were made available from Council's Customer Service Centres in Colac and Apollo Bay, via the website and through direct database mail.
- An Email application lodgement process was offered to make it easier for applicants to submit applications electronically.
- Council officers met with individual applicants as required providing further assistance in progressing applications.

**Implementation**

It is proposed to advise all applicants in writing following Council's adoption of the recommendations. A civic reception will be held at COPACC on 19 July 2013 to present the grant cheques to successful applicants or notification of contributions subject to completion of compliance requirements. Festival and Event Support Scheme recipients will once again be also invited to attend the civic reception to be formally presented with their funding. The timelines are designed to enable the grant recipients to have maximum time to undertake projects and meet project acquittal requirements.

**Conclusion**

The Community Funding Program assists groups to partner with Council to achieve capacity building projects, membership growth, group development and community development initiatives. This would not otherwise occur if either the community groups or Council had to fully finance them. Approval of the recommendations will result in a total estimated value of \$224,703 of works and activities to be undertaken in Recreation Facilities and Community Projects across the Shire throughout the 2013/2014 program.

**Attachments**

1. Recreation Facilities - 2013/2014- Councillor Assessments
2. Community Projects 2013/14 Councillor Assessments
3. Small Equipment and training 2013/2014 Councillor Assessments

**Recommendation(s)**

***That Council, subject to the adoption of the 2013/2014 Council Budget, approves the recommendations from the Grants/Community Funding Advisory Committee for grants from the 2013/2014 Community Funding Program, total expenditure under each of the funding categories as follows:***

***a. Recreation Facilities \$91,221***

|                                                                  |                       |
|------------------------------------------------------------------|-----------------------|
| <b><i>Apollo Bay &amp; Otway Riding Club</i></b>                 | <b><i>\$5,000</i></b> |
| <b><i>Apollo Bay Football Club</i></b>                           | <b><i>\$4,000</i></b> |
| <b><i>Apollo Bay Petanque Inc</i></b>                            | <b><i>\$2,500</i></b> |
| <b><i>Apollo Bay Sailing Club</i></b>                            | <b><i>\$5,000</i></b> |
| <b><i>Beeac Community Centre Inc</i></b>                         | <b><i>\$5,000</i></b> |
| <b><i>Birregurra Cricket Club</i></b>                            | <b><i>\$5,000</i></b> |
| <b><i>Carlisle River Public hall Committee</i></b>               | <b><i>\$5,000</i></b> |
| <b><i>Chapple Vale Junction Public hall</i></b>                  | <b><i>\$500</i></b>   |
| <b><i>City United Cricket Club</i></b>                           | <b><i>\$3,245</i></b> |
| <b><i>Colac Football Netball Club</i></b>                        | <b><i>\$5,000</i></b> |
| <b><i>Colac Lawn Tennis Club</i></b>                             | <b><i>\$4,800</i></b> |
| <b><i>Colac Summer Netball Association Inc</i></b>               | <b><i>\$5,000</i></b> |
| <b><i>Elliminyt Public Hall Inc</i></b>                          | <b><i>\$1,615</i></b> |
| <b><i>Forrest Horse Riding Club</i></b>                          | <b><i>\$3,700</i></b> |
| <b><i>Irrewarra Cricket Club</i></b>                             | <b><i>\$4,960</i></b> |
| <b><i>Irrewillipie Sports and Entertainment Complex</i></b>      | <b><i>\$2,200</i></b> |
| <b><i>Otway Districts Football Netball Club</i></b>              | <b><i>\$4,366</i></b> |
| <b><i>Otway Districts Historical Society</i></b>                 | <b><i>\$3,500</i></b> |
| <b><i>Simpson Car Club Inc</i></b>                               | <b><i>\$1,800</i></b> |
| <b><i>Swan Marsh Hall Committee</i></b>                          | <b><i>\$3,460</i></b> |
| <b><i>Warncoort tennis Club</i></b>                              | <b><i>\$5,000</i></b> |
| <b><i>Warrior Recreation reserve Committee of Management</i></b> | <b><i>\$2,200</i></b> |
| <b><i>Yeodene Hall &amp; Recreation Reserve Committee</i></b>    | <b><i>\$3,400</i></b> |

|                                      |                       |
|--------------------------------------|-----------------------|
| <b><i>Yuulong Hall Committee</i></b> | <b><i>\$4,975</i></b> |
|--------------------------------------|-----------------------|

***b. Community Projects \$20,465***

|                                                                        |                       |
|------------------------------------------------------------------------|-----------------------|
| <b><i>Apollo Bay Tuesday Arts Inc</i></b>                              | <b><i>\$800</i></b>   |
| <b><i>Apollo Bay Pony Club</i></b>                                     | <b><i>\$1,780</i></b> |
| <b><i>Beeac Golf Club</i></b>                                          | <b><i>\$1,075</i></b> |
| <b><i>Birregurra Hall Committee</i></b>                                | <b><i>\$1,675</i></b> |
| <b><i>Colac &amp; District of Victoria Riding for the Disabled</i></b> | <b><i>\$1,000</i></b> |
| <b><i>Colac Community Road Safety Council</i></b>                      | <b><i>\$2,000</i></b> |
| <b><i>Colac Legacy House</i></b>                                       | <b><i>\$5,000</i></b> |
| <b><i>Friends of the Botanic Gardens</i></b>                           | <b><i>\$1,350</i></b> |
| <b><i>Glastonbury Community Services</i></b>                           | <b><i>\$2,500</i></b> |
| <b><i>Kanyana Senior Citizens</i></b>                                  | <b><i>\$300</i></b>   |
| <b><i>Old Beechy Rail Trail Committee</i></b>                          | <b><i>\$1,165</i></b> |
| <b><i>Otway Derby Dolls</i></b>                                        | <b><i>\$1,820</i></b> |

***c. Small Equipment & Training \$13,274***

|                                                                        |                       |
|------------------------------------------------------------------------|-----------------------|
| <b><i>Barongarook Hall &amp; Tennis Reserve Committee</i></b>          | <b><i>\$1,000</i></b> |
| <b><i>City United Cricket Club</i></b>                                 | <b><i>\$925</i></b>   |
| <b><i>Colac &amp; District Gem Club</i></b>                            | <b><i>\$122</i></b>   |
| <b><i>Colac &amp; District Historical Society Inc</i></b>              | <b><i>\$660</i></b>   |
| <b><i>Colac &amp; District of Victoria Riding for the Disabled</i></b> | <b><i>\$645</i></b>   |
| <b><i>Colac &amp; District Pipes and Drums</i></b>                     | <b><i>\$260</i></b>   |
| <b><i>Colac Amateur Swimming Club</i></b>                              | <b><i>\$600</i></b>   |
| <b><i>Colac Budgerigar Society Inc</i></b>                             | <b><i>\$707</i></b>   |
| <b><i>Colac Chorale</i></b>                                            | <b><i>\$600</i></b>   |
| <b><i>Colac Junior Badminton</i></b>                                   | <b><i>\$495</i></b>   |
| <b><i>Colac Mallet Sports Club Inc</i></b>                             | <b><i>\$875</i></b>   |
| <b><i>Colac Pony Club Inc</i></b>                                      | <b><i>\$403</i></b>   |
| <b><i>Colac Pony Club Junior Committee</i></b>                         | <b><i>\$305</i></b>   |
| <b><i>Colac Table Tennis Association Inc</i></b>                       | <b><i>\$450</i></b>   |
| <b><i>Colac Veteran Cycling Club</i></b>                               | <b><i>\$1,000</i></b> |
| <b><i>Colac Wood turners and Wood crafters guild</i></b>               | <b><i>\$1,000</i></b> |
| <b><i>Colac Writers Guild</i></b>                                      | <b><i>\$850</i></b>   |
| <b><i>Geelong &amp; South Western Rail Heritage Society Inc</i></b>    | <b><i>\$752</i></b>   |
| <b><i>Colac &amp; District Dog Obedience Club Inc</i></b>              | <b><i>\$625</i></b>   |
| <b><i>Wye River Surf life Saving Club</i></b>                          | <b><i>\$1,000</i></b> |

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OM132606-7**2013-2014 COMMUNITY FUNDING PROGRAM COPACC ASSISTANCE**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Jodie Fincham | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F13/1451 |

Purpose

The purpose of this report is to seek Council approval for recommendations from the Grants/Community Funding Advisory Committee for Council grants for COPACC Assistance from the 2013/2014 Community Funding Program.

Declaration of Interests

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

Background

The Council Community Funding Program is available to not-for-profit community organisations. Applications for Council grants closed on 3 May 2013 with a total of 78 submissions being received across four categories. Eight applications were received for COPACC assistance.

The 2013/14 Draft Budget allocates a total of \$135,000 which was allocated for the purposes of assessment as follows; \$85,000 funding for Recreation Facilities, \$10,000 funding for COPACC and \$40,000 funding for Community Projects. The Recreation Facilities, Community Projects and COPACC funding streams were oversubscribed.

The Grants/Community Funding Advisory Committee met on 7 June 2013 to assess applications. Cr Smith, Cr Stephen Hart and Cr Mick McCrickard attended together with Council officers. Cr Terry Woodcroft was an apology, however provided written advice regarding his assessment of applications. The Committee considered the applications and the preliminary recommendations of the officers.

COPACC Assistance is part of the Community Funding program, however it is being provided for consideration as a separate report to Council.

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 Council Community Funding Program supports this commitment.

The 2006-2010 Colac Otway Recreation Strategy, 2007-2011 Colac Otway Festival and Events Strategy and 2007-2011 Colac Otway Arts and Culture Strategy identify the benefits to community development and the valuable economic input the Council Community Funding Program contributes across the Shire. Each of the three strategies identified the importance of this funding, which further supports the volunteer input provided to each of the community projects.

Issues / Options**COPACC**

The COPACC category was oversubscribed for 2013/14. There were 8 COPACC grant applications seeking in excess of \$16,373 funding for assistance with a 50% subsidised hire rate of COPACC from a total funding pool of \$10,000. Applications represented a broad range of events including performances, celebrations and cultural events. Five applications came from organisations which make annual applications, and there were several new proposals. Nine requests were recommended to be funded by officers and reductions in requested amounts were made in order to meet budget allocations.

The COPACC hire assistance program was oversubscribed by \$751. It was proposed by the committee that the shortfall of funding would be met from unexpended funds from the 2012/13 Community Funding Program for an event at COPACC that did not proceed. However, as it is an operational expense the shortfall will be sourced from 2013/14 operational funding.

There are three options for Council:

1. Approve the officer recommendations from the Grants/Community Funding Advisory Committee for the 2013/2014 Community Funding Program for COPACC assistance.
2. Approve the recommendations identified by some members of the Grants/Community Funding Advisory Committee for the 2013/2014 Community Funding Program for COPACC assistance. Approval of recommendations will result in a total estimated value of \$163,555 of performances to be held at COPACC.
3. Do not approve the recommendations from the Grants/Community Funding Advisory Committee for the 2013/2014 Community Funding Program for COPACC assistance. The Community Funding Program assists groups to partner with Council to achieve capacity building projects, membership growth, group and community development initiatives that would not otherwise occur if either the community groups or Council had to fully finance them.

Proposal

It is proposed that Council approves the officer attached recommendations from the Grants/Community Funding Advisory Committee for the 2013/2014 Community Funding Program for Recreation Facilities and Community Projects categories.

Financial and Other Resource Implications

The Council Community Funding Program allocated a total of \$125,000 across the three funding categories (Recreation Facilities, Community Projects and Small Equipment and Training) and \$10,000 for COPACC. The implication of total expenditure for the 2013-2014 program under each of the funding categories is as follows:

- COPACC Assistance \$10,751
- Community Projects \$20,465
- Recreation Facilities \$91,221
- Small Equipment and Training \$13,274

The total funding allocation amount is included in the Draft Budget for 2013-2014.

Risk Management & Compliance Issues

Grant recipients are responsible for the risk management of their projects. Risk Assessment templates were included with each grant application.

Environmental and Climate Change Considerations

Not applicable to this report.

Community Engagement

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

The method of engagement selected has been to inform, collaborate and empower.

- Application forms and guidelines were advertised across the Shire in early March 2013 for Colac Otway Shire's 2013/2014 Community Funding Program. An eye catching advertising format was developed to attract increased interest in the program, specifically from new groups.
- Council hosted two information sessions in Colac and Apollo Bay to enable groups to discuss the funding program with Council's Recreation and Events Coordinator. Application forms were made available from Council's Customer Service Centres in Colac and Apollo Bay, via the website and through direct database mail.
- An Email application lodgement process was offered to make it easier for applicants to submit applications electronically.
- Council officers met with individual applicants as required providing further assistance in progressing applications.

Implementation

It is proposed to advise all applicants in writing following Council's adoption of the recommendations. A civic reception will be held at COPACC on 19 July 2013 to present the grant cheques to successful applicants. Festival and Event Support Scheme recipients will once again be invited to attend the civic reception to be formally presented with their funding. The timelines are designed to enable the grant recipients to have maximum time to undertake projects and meet project acquittal requirements.

Conclusion

The Community Funding Program assists groups to partner with Council to achieve capacity building projects, membership growth, group development and community development initiatives. This would not otherwise occur if either the community groups or Council had to fully finance them. Approval of the recommendations will result in a total estimated value of \$163,555 of performances to be held at COPACC in 2013/2014.

Attachments

1. COPACC Assistance Councillor Assessment Recommendations

Recommendation(s)

That Council, subject to the adoption of the 2013/2014 Council Budget, approves the officer recommendations from the Grants/Community Funding Advisory Committee for the 2013/2014 Community Funding Program, as follows:

COPACC Assistance \$10,751:

| | |
|--|-----------------------|
| <i>Colac Area Health (Youth Health hub art)</i> | <i>\$1,500</i> |
| <i>Colac Music Teachers Association</i> | <i>\$745</i> |
| <i>Colac West Primary School</i> | <i>\$940</i> |
| <i>Colac Woodturners & Woodcrafters Guild Inc</i> | <i>\$1,071</i> |
| <i>FReeZA Colac - Cool Awards/Young Ambassadors</i> | <i>\$825</i> |
| <i>FReeZA Colac Battle of the bands</i> | <i>\$1,096</i> |
| <i>Sophisticated Swing</i> | <i>\$813</i> |
| <i>The Colac Players Inc</i> | <i>\$3,761</i> |

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**OM132606-8****INSTRUMENT OF DELEGATION TO CHIEF EXECUTIVE OFFICER**

|             |                                |           |           |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96474  |

**Purpose**

The purpose of this report is for Council to consider the updated Instrument of Delegation to the Chief Executive Officer.

**Declaration of Interests**

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

**Background**

As part of section 98(6) of the *Local Government Act* (the Act) Council must review within the period for 12 months after a general election all delegations which are in force and have been made by Council.

Council last reviewed its delegation to the CEO in March 2013 and is now required to make further amendments.

The Instrument of Delegation to the CEO is based on a pro-forma document provided by Maddocks Lawyers as part of its Delegation and Authorisations “package” that is updated on a regular basis as part of a subscription service.

The objectives of the review to delegations are:

- to ensure that the delegations provide an effective and efficient mechanisms for Council
- to make minor wording enhancements, where necessary, to improve the documents
- to make changes in line with *Local Government Act* amendments.

**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.

Section 98(1) of the Act details Council's ability to delegate to a member of its staff any power, duty or function of a Council under the Act or any other Act with certain exceptions.

**Issues / Options**Review of Instrument of Delegation

As per the Act, the various delegations need to be reviewed within the period of 12 months after a general election.

This report only considers the Instrument of Delegation to the Chief Executive Officer.

A separate report will be provided to Council that considers the Instrument of Delegation to Members of Council Staff.

#### **Changes to Instrument of Delegation to the CEO**

The S5 Instrument has been amended by removing the reference in the conditions and limitations, to noting the declarations of impartiality by valuers. This is because section 13DH(3) of the *Valuation of Land Act 1960* is no longer in force and, as such, Councils are no longer required to note such declarations in their minutes of Council meetings.

#### **Proposal**

That Council resolves to delegate to the CEO as per the revised Instrument of Delegation.

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

Not applicable.

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

In order for a Council to effectively delegate its powers, functions and duties to the CEO, a Council must:

- resolve to delegate its powers to the CEO
- make an Instrument of Delegation.

Under the Act, Council is required to review delegations within the period of 12 months after a general election.

#### **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 consultation is required as it is a legislative requirement to review delegations. A register of delegations to members of Council staff is kept.

#### **Implementation**

The Instrument of Delegation from Council to the Chief Executive Officer comes into force immediately the Common Seal of Council is affixed to the delegation, subject to any conditions and limitations set out in the Schedule and must be exercised in accordance with any guidelines or policies which Council from time to time adopts.

#### **Conclusion**

The Delegation to the Chief Executive Officer has been reviewed and the powers, duties and functions vested in the CEO under the Act have been updated.

#### **Attachments**

1. Instrument of Delegation to Chief Executive Officer

**Recommendation(s)**

***That Council in the exercise of the powers conferred by section 98(1) of the Local Government Act 1989 (the Act) and the other legislation referred to in the attached instrument of delegation, resolves that :***

- 1. There be delegated to the person holding the position, acting in or performing the duties of Chief Executive Officer the powers, duties and functions set out in the Instrument of Delegation to the Chief Executive Officer, subject to the conditions and limitations specified in that Instrument.***
- 2. The instrument comes into force immediately the common seal of Council is affixed to the instrument.***
- 3. On the coming into force of the instrument all previous delegations to the Chief Executive Officer are revoked.***
- 4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.***
- 5. It is noted that the Instrument includes a power of delegation to members of Council staff, in accordance with section 98(3) of the Act.***

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OM132606-9**S6 INSTRUMENT OF DELEGATION - COUNCIL TO COUNCIL STAFF**

| | | | |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR: | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/96474 |

Purpose

The purpose of this report is to update Council's Instrument of Delegation to Members of Council Staff.

Declaration of Interests

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

Background

Council must update its Instrument of Delegation to enable enforcement of the statutory powers and responsibilities required within changing legislation and confer these duties to the relevant staff. Council last updated the delegation in March 2013 to reflect legislative changes and is now required to make further amendments.

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

Council is required to have an updated Instrument of Delegation to staff as per legislation.

The Maddocks delegation package provides Council with legislative amendments required to the Instrument of Delegation since changes made by Council in March 2013.

Minor amendments have been made to the provisions for the:

- *Planning and Environment (Fees) Interim Regulations 2012*
- *Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010.*

Proposal

That Council resolves to seal the revised Instrument. The complete document is attached.

Financial and Other Resource Implications

Not applicable.

Risk Management & Compliance Issues

Council is required to review all delegations and the Instrument of Delegation to Members of Council Staff to reflect changing legislation.

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 level of community engagement to date has been to consult internally with the Executive and appropriate Managers as to the delegate responsible for each part.

The adopted Instrument of Delegation will be placed on the Intranet for staff reference.

Implementation

The Instrument of Delegation comes into force after adoption by Council and fixing of the Council seal and a signed copy is placed on the register.

Conclusion

The update provides the latest amendments as required

Attachments

1. S6 Instrument of Delegation - Council to Members of Council Staff

Recommendation(s)

That Council, in the exercise of the powers conferred by section 98(1) of the Local Government Act 1989 (the Act) and the other legislation referred to in the tabled Instrument of Delegation, resolves that:

- 1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the tabled Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that Instrument, subject to the conditions and limitations specified in that Instrument.***
- 2. The Chief Executive Officer is authorised to affix the Common Seal to the Instrument. The Instrument comes into force immediately the common seal of Council is affixed.***
- 3. On the coming into force of the Instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.***
- 4. The duties and functions set out in the Instrument must be performed and the powers set out in the Instrument must be executed, in accordance with any guidelines or policies of Council that may from time to time be adopted.***

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**INFRASTRUCTURE AND SERVICES**

| ITEM                      |                                                                   |
|---------------------------|-------------------------------------------------------------------|
| <b><u>OM132606-10</u></b> | <b><u>COLAC HEAVY VEHICLE BYPASS STUDY - UPDATE JUNE 2013</u></b> |



OM132606-10

**COLAC HEAVY VEHICLE BYPASS STUDY - UPDATE JUNE 2013**

|             |                           |           |           |
|-------------|---------------------------|-----------|-----------|
| AUTHOR:     | Neil Allen                | ENDORSED: | Rob Small |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | F11/2716  |

**Purpose**

The purpose of this report is for Council to consider options for a long term Colac By-Pass route which will inform and complement the future development of Colac.

**Declaration of Interests**

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

**Background**

Council allocated funding in the 2011/12 budget for Investigation of a Road Hierarchy and Heavy Truck Route for Colac Township.

The key reasons for this study were as follows:

- a. To determine the long term Town Planning requirements in and around Colac to allow for a future orderly planning horizon over the next 50 years and to be consistent with existing planning frameworks and requirements.
- b. Remove trucks from Murray Street to enhance amenity. This includes determining an alternative route for heavy vehicles.
- c. Allow for planning of any connections and linkages with the Highway Duplication from Winchelsea to Colac, so that an integrated solution could be implemented.
- d. To assist VicRoads with the planning of transport networks affecting Colac.
- e. To provide guidance in relation to the development of the Colac Township.

Traffic Engineering consultants "Aurecon" were awarded Contract No. 1010, The Provision of Consultancy Services for Road Hierarchy and Heavy Truck Route for Colac Township, to undertake a study and develop a proposal for the Road Hierarchy and Heavy Vehicle Truck Route for Colac township. The consultants role was intended to develop this study based on the following:

- **Stage 1:** Identification of potential routes for preliminary analysis – this would involve working with the Community Reference Group to identify all the options raised.
- **Stage 2:** Recommendation of an initial 10 potential routes for analysis to be refined down to four (4) routes at the next stage. This involved narrowing down the various options identified and producing a Report with recommendations that set out four potential routes for a heavy vehicle deviation route for consideration.
- **Stage 3:** Recommendation of corridor routes for further analysis. These routes were to be indicative and were to provide guidance on where further detailed investigation should occur. The corridors could be up to several hundred meters wide and were not to be specific. This would include getting Sign-Off at Council on four (4) preferred routes and going out for public comment on the preferred corridors before bringing a final report back to Council with a single preferred route/solution.

- **Stage 4:** Recommendation of a long term heavy vehicle deviation solution and present a report to Council for formal adoption.

The Council meeting on 29 June 2011, appointed a Community Reference Group (CRG) to assist with the “Colac Road Hierarchy and Heavy Vehicle Study”. The Role of the CRG was to assist the consultant with the investigation of potential options and provide advice and guidance to the consultant on community matters. The Consultants role was to consider the CRG comments on the various options prior to presenting to Council a report on the recommendations.

The Reference Group consisted of the following:

1. Council and VicRoads Representatives
2. Contract Representative
3. Community Representatives
4. Transport Industry Representatives.

The Consultant in conjunction with members of the Community Reference Group had initially identified 40 routes for further investigation. This was narrowed down and reported to Council for consideration. Council resolved at the 27 June 2012 Ordinary Council Meeting as follows:

***“That Council:***

1. ***Investigates the following corridor routes within the next stage of the study:***
  - ***Route 3 – Lake Route***
  - ***Route 2 – North of the Lake***
  - ***Route 8 – Outer Southern Route***
2. ***Instructs the consultant to conduct the consultation process for the next stage of the study after the Council elections on 27 October 2012 and report the final recommendation on the preferred route back to the new Council.***
3. ***Abandons any further investigation of the Rail Corridor as part of this study.***
4. ***Abandons any further investigation of specific short term options as part of this study.***
5. ***Requests VicRoads in conjunction with Council, to review short term mitigation measures that can help to alleviate issues associated with heavy vehicles on Murray Street, Colac, outside the heavy vehicle deviation study.”***

**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**

Planning for the long term development of Colac needs to consider the township’s interaction with the Princes Highway, the need for relocating through traffic out of the CBD when the growth of Colac reaches a critical point that impacts on trade and amenity in the town and the efficiency of through traffic on the Princes Highway. In addition, Council has raised the need to remove heavy vehicles from Murray Street in the longer term.

This planning is a very complicated process that will extend over a period of years, and it will possibly be decades before there will be any physical works, however, planning of a preferred route needs to be commenced to protect the future amenity of Colac and allow structured land use development. Therefore Council needs to consider how Colac will develop into the future and the impact and interaction with the Princes Highway.

Council also needs to understand where the future development pressures will be on the town to manage growth corridors. In this respect, it is proposed to review the Colac Structure Plan in 2013/14, which is an ideal opportunity to examine how future growth opportunities may be influenced by preferred By-Pass routes arising from this study.

Council cannot undertake detailed By-Pass route planning, other than requesting the State Government to undertake this task, given the Government's responsibility for the road. The planning of State highway infrastructure is a State responsibility however Council needs to work hand in hand with the State to achieve this outcome. The time from planning to implementation of the Geelong Ring Road took in excess of 40 years before it was built, and it could be a similar time frame before any By-Pass of Colac was to materialise.

The process should be as follows;

- Council acknowledges the need for the long term planning to cater for future development and land use planning of Colac into the future and the longer term interaction of traffic on the Princes Highway.
- Investigation of potential options and determination of a preferred option(s) having considered the impact on the towns long term growth.
- Reference made to the need for a By-Pass in the Councils Municipal Strategic Statement (MSS), preferably at the time that updates are made to the MSS as implementation of the Colac Structure Plan review.
- Council after having considered potential options and their impacts, advises the State Government of the need to plan for a future By-Pass around Colac and the preferred alignment from the communities view.
- Council and the State Government work together to plan the most suitable alignment. The decision on the final alignment of the Highway is a State Government decision. Council will need to advocate for this project.
- State Government works with council and community to reserve inappropriate development within identified corridor. This will include where further planning investigation should occur to initiate a land use corridor to protect future development and subdivision. This component may take a significant time to complete.
- Prioritisation of any works would need to occur in accordance with the overall priorities as determined by the State Government when it is undertaking its long term planning. This would mean the work would be unlikely to occur on site until it becomes a State priority and meets community expectations. This project would then have to compete with other projects across the State and as such may not be constructed for a number of decades.

### **Process to-date**

Council commissioned Aurecon to investigate potential options and develop a number of possible broad corridors for further consideration.

The original contract required a detailed investigation of four (4) options. The recent Council resolution required only three (3) options be investigated, however, VicRoads has suggested a 4<sup>th</sup> Option – Southern Route Variation be considered to take advantage of the Highway

Duplication. The inclusion of this Option is in line with the original contract which proposed four (4) options be investigated and as such did not incur any additional cost to Council.

Each of the options presented a number of challenges which needed to be considered in conjunction with the consultation process as part of the project before it could be implemented. These included but are not limited to the following:

- Environment Flora and Fauna Issues
- Land Acquisition
- Linkages with southern routes
- Linkages with Colac Industrial areas
- Gradient and Topography
- Transport and Energy Efficiency
- Project Cost/Benefit.

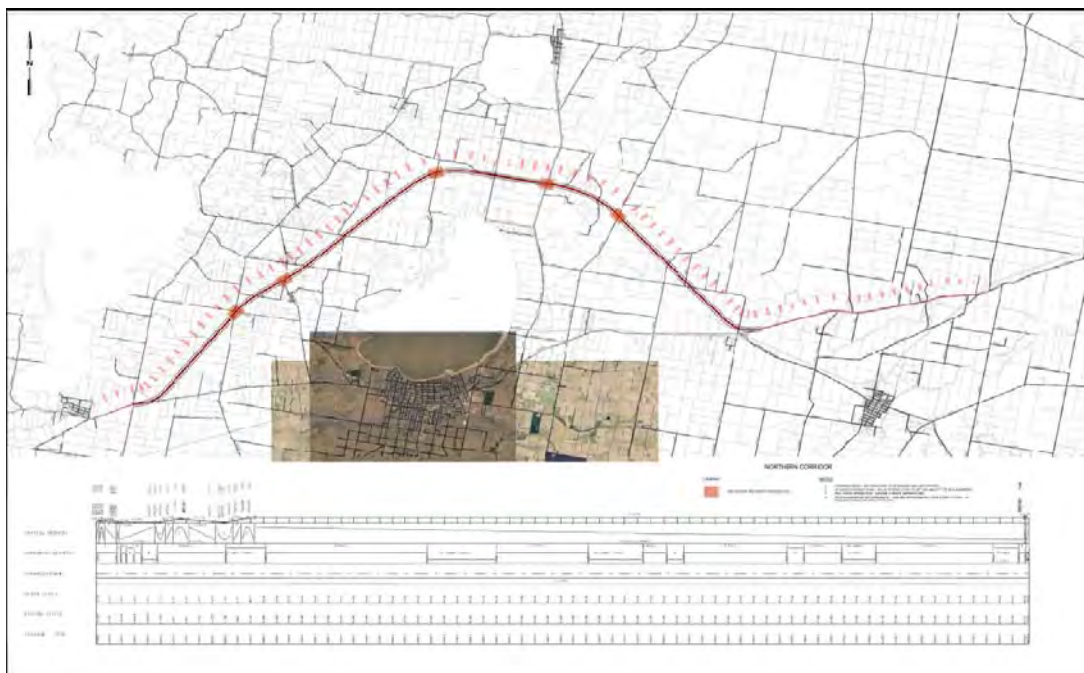
Due to ongoing comments about making use of the rail corridor for heavy transport, Council also undertook to further investigate the rail option which involved co-locating the By-Pass within or adjacent to the railway reserve through Colac. A meeting was held with Public Transport Victoria (PTV) in Melbourne to discuss the options. PTV advised that they would not support having a By-Pass or Heavy Vehicle Route within or adjacent the rail corridor. A copy of the letter from PTV confirming this view was provided to Council. Based on the response from PTV, any further consideration of a rail corridor was dismissed.

The various Options identified in the Aurecon report are as follows:

- **Option 1 – North of the Lake**

Issues Informing Corridor:

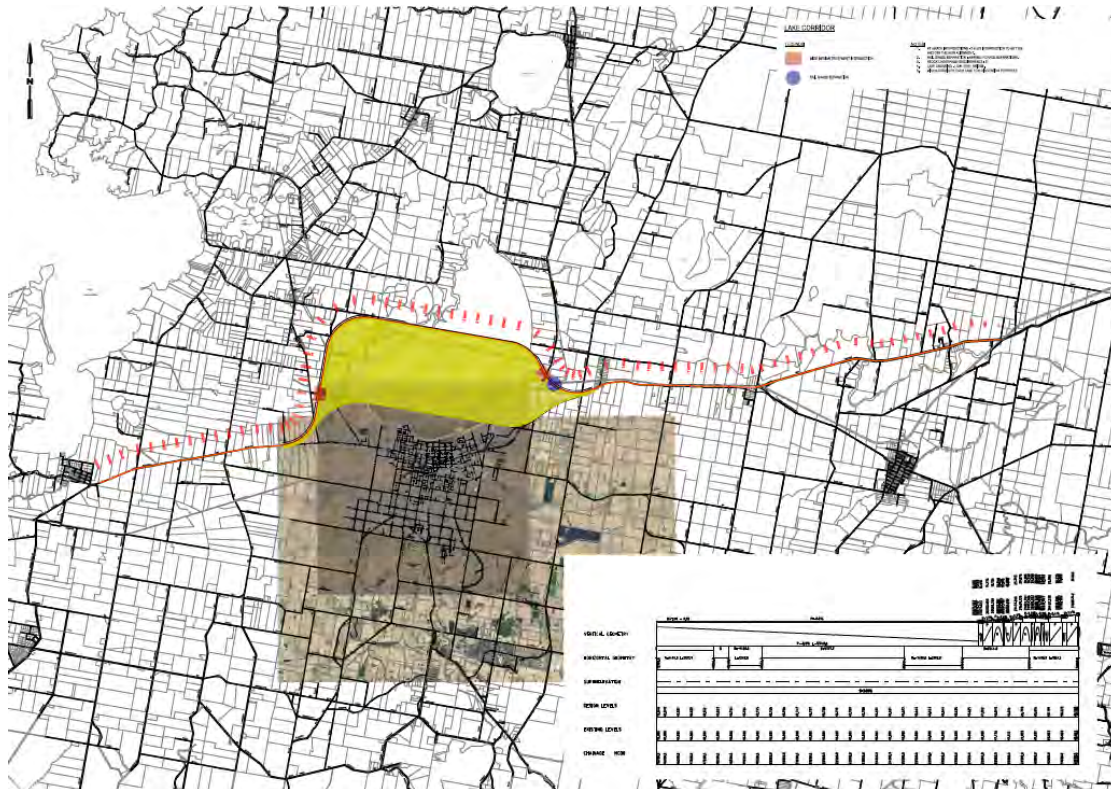
- Maximising use of the planned duplicated sections of Princes Highway
- Environment Issues
- Transport Efficiency
- Linkages.



- **Option 2 – Lake Route**

### Issues Informing Corridor:

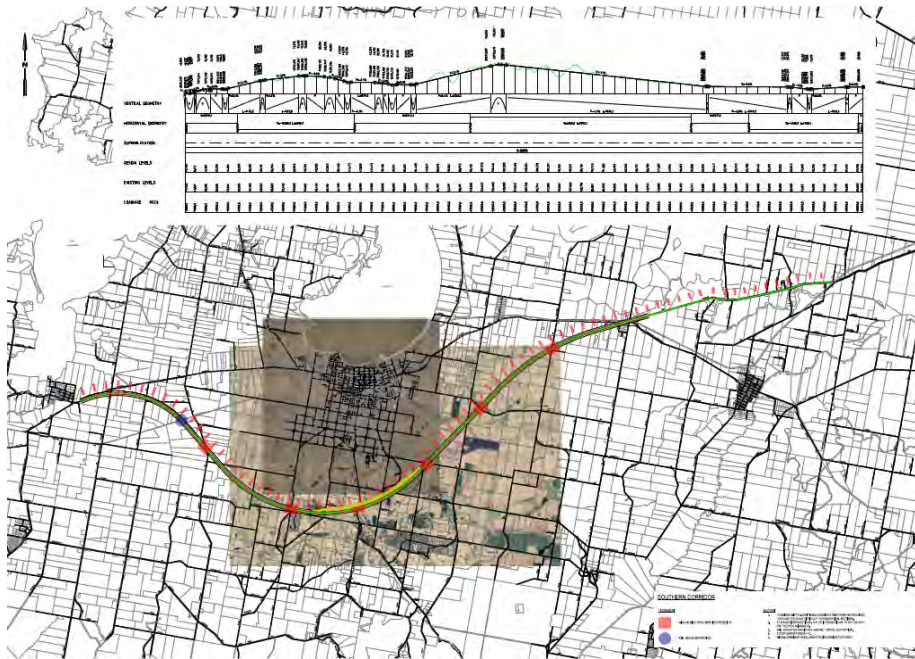
- Maximising use of the planned duplicated sections of Princes Highway
- Maintaining usable areas of Lake between route and town
- Environmental Issues
- Heritage Issues
- Visual/amenity issues.



- **Option 3 – Outer Southern Route**

Issues Informing Corridor:

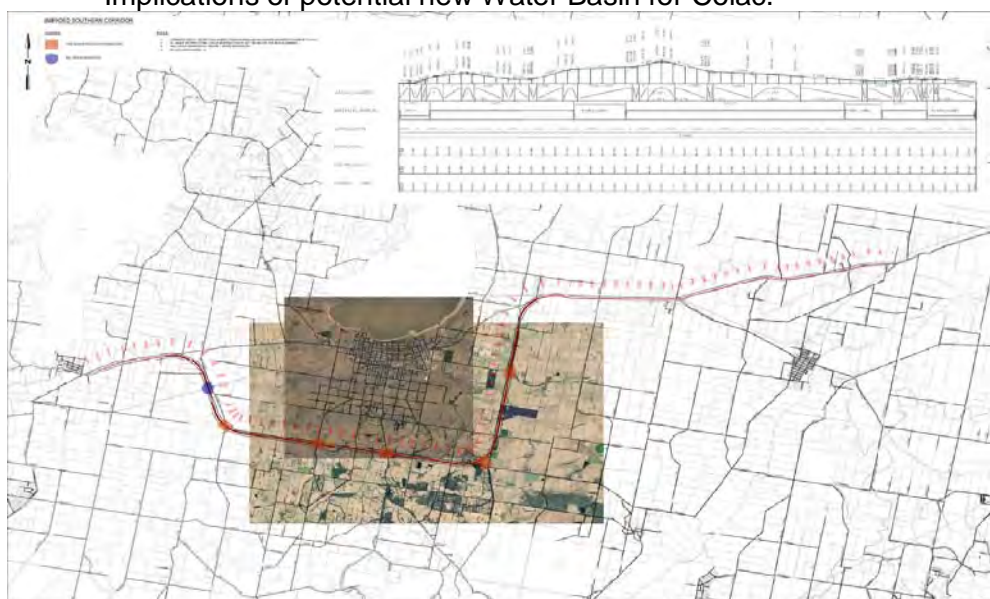
- Transport efficient horizontal alignment
- Existing topography in the area
- Implications of potential new Water Basin for Colac
- Environmental issues
- Linkages.



- **Option 4 - Southern Route – Variation**

Issues Informing Corridor:

- Maximising use of the planned duplicated sections of Princes Highway
- Existing topography in the area
- Use of Existing Road Reservations
- Implications of potential new Water Basin for Colac.



Council needs to consider the Options and make a recommendation on the future of a Colac By-Pass.

### Proposal

Consideration of the various options can be outlined as follows;

| Option                          | Issues                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Comment                                                                            |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Option 1 – North of the Lake    | <p>This option has the following considerations;</p> <ul style="list-style-type: none"> <li>Limited connectivity to Colac and diverts traffic away from the Princes Highway and the industrial area.</li> <li>Travel times would be extended and heavy vehicles would be more likely to start using the Hamilton Highway rather than the Princes Highway. This would not be good use of State road funding.</li> <li>There is no connectivity to development in the south or to the coast, which will become a major requirement into the future.</li> <li>On the positive side the option would the least impact on the general community, however, there would be an impact on some areas of the farming community.</li> </ul>                                                                                                                                                                                                                 | This option would have limited support or benefit to Colac and should not proceed. |
| Option 2 – Lake Route           | <p>This option has the following considerations;</p> <ul style="list-style-type: none"> <li>Expensive option to construct causeway/bridge.</li> <li>Potential to reinvigorate the lake particularly if the construction of a causeway can allow dredging to deepen the lake sufficiently to reintroduce water activities.</li> <li>Maximising use of the planned duplicated sections of Princes Highway.</li> <li>Depending on the location has some connectivity into the saleyards, meat processor and industrial area.</li> <li>Could assist in maintaining usable areas of Lake between the identified route and town in future if lower rainfall associated with climate change becomes the norm.</li> <li>Has potential negative impacts of dividing the lake from a visual and amenity viewpoint.</li> <li>Potential cultural heritage impacts.</li> <li>Environmental considerations of building a structure within the lake.</li> </ul> | This option has merits and should not be excluded in any future analysis.          |
| Option 3 – Outer Southern Route | <p>This option has the following considerations;</p> <ul style="list-style-type: none"> <li>Connectivity to the south for tourism, commercial and industrial traffic.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | This option has merits and should not be excluded in any future analysis.          |

| Option                                | Issues                                                                                                                                                                                                                                                                                                                                                 | Comment                                                                                    |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|                                       | <ul style="list-style-type: none"> <li>Can be integrated with Council's industrial area.</li> <li>Maximising use of the planned duplicated sections of Princes Highway.</li> <li>Linkages with key roads and infrastructure.</li> <li>Is outside the existing town boundaries.</li> <li>Is compatible with options for future water supply.</li> </ul> |                                                                                            |
| Option 4 - Southern Route – Variation | This option has the following considerations; <ul style="list-style-type: none"> <li>Similar issues as per Option 3.</li> <li>Maximising use of the planned duplicated sections of Princes Highway.</li> <li>Use of Existing Road Reservations.</li> </ul>                                                                                             | This option is very similar to Option 3 and should not be excluded in any future analysis. |
| Rail Corridor                         | This route has the following considerations; <ul style="list-style-type: none"> <li>Lack of Support from the Rail Authority (PTV).</li> <li>Expensive.</li> <li>Amenity issues through town.</li> <li>Connectivity issues from rail crossings with other road infrastructure.</li> </ul>                                                               | This route is not supported by the Rail Authority and should not proceed.                  |

The Options are intended to provide longer term guidance in the development of the next stages of work which would involve detailed design and investigation by VicRoads regarding the route, connections with other roads, drainage, land acquisition and specific road designs. This work would most likely occur over a number of years. This work would also be expected to be carried out at a later stage and is not part of this project.

### Financial and Other Resource Implications

There are no initial costs as a result of this report. It would be expected that the State Government would fund the cost of constructing a Princes Highway By-Pass around Colac, and it would also be responsible for all planning and detailed investigation costs associated with determining a route and any flow-on land acquisition or planning scheme amendment costs. Indicative first order costs have been determined to provide guidance of project costs for each Option as outlined in the table below. The final costs will increase significantly when Land Acquisition, Environmental Mitigation, Design, Project and miscellaneous costs are included.

| Option           | Description                                                          | Estimate of Total Construction Cost Range | Construction Cost per km (High Value) |
|------------------|----------------------------------------------------------------------|-------------------------------------------|---------------------------------------|
| <b>Option 1</b>  | North of Lake                                                        | \$134M - \$175M                           | \$5.4M per km                         |
| <b>Option 2a</b> | Across Lake – Bridge                                                 | \$291M - \$381M                           | \$16.6M per km                        |
| <b>Option 2b</b> | Across Lake – Causeway & Bridge                                      | \$155M - \$202M                           | \$8.8M per km                         |
| <b>Option 3</b>  | Outer Southern Route (South of Lake)                                 | \$143M – \$186M                           | \$6.1M per km                         |
| <b>Option 4</b>  | Outer Southern Route (South of Lake, Maximum use of duplicated road) | \$133M - \$173M                           | \$6.3M per km                         |

Please note that these costs do not include the following:

- Land Acquisition
- Environmental Mitigation
- State Government Agency Costs
- Design Consultancy Costs.

Council would incur some costs associated with the Planning Scheme process to include references to a future By-Pass in its Planning Scheme, however these would be minor.

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

There are a number of risks associated with this project and in particular the environmental risks associated with Flora and Fauna along the corridors. As part of the investigations to determine a final route, a high level, environmental assessment will need to be finalised.

The other major risk is that if Council fails to determine a long term By-Pass for Colac, it will compromise land use for future generations. This will have major impacts on the manner and form in which Colac will develop into the future.

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

The analysis of the final routes will require a high level investigation of the impact of environmental issues as part of the assessment process and are outside the scope of this report. However, prior to introducing any specific option at a later date into the Planning Scheme or undertaking any detailed works and construction, a further detailed Environmental Management Report will need to be carried out. Any such environmental assessments would need to be carried out by VicRoads when it is undertaking detailed assessments of the various options.

### **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.

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The method selected to date has been to consult and involve the community through the Community Reference Group. It is proposed that further consultation would form part of the planning process to include references to a future By-Pass in the Municipal Strategic Statement (MSS) at a later date.

### **Implementation**

A lot of work has been undertaken in the exploration and development of various options to address environmental issues, land use planning and stakeholder needs. Further work by VicRoads as the authority responsible for the road is required before any particular site can be supported as the preferred option. However, the preferred lake crossing and outer southern route options will be referred to the State Government for its consideration in the long term planning of State road infrastructure. The timing of this work would be dependent on VicRoad's priorities when considered against other priorities throughout Victoria and while this is not a Council decision, it would be unlikely to occur in the immediate foreseeable future.

Council's Planning Scheme will be updated to include references to the need for a more detailed route investigation, and of the need to avoid significant land use change which could prejudice future By-Pass options. The routes will also be considered as a key input into the review of the Colac Structure Plan which is due to commence this year. Potential areas of future urban development outside the current town boundaries will be considered against the objectives of preserving land for future By-Pass routes.

**Conclusion**

To progress this matter, Council needs to undertake the following;

- Consider the potential of a lake crossing or outer southern route for a future Princes Highway By-Pass of Colac in any strategic planning for significant land use change around the edges of Colac.
- Recommend that the need for a By-Pass for Colac is considered for inclusion in the next review of the Municipal Strategic Statement, including reference to the need for detailed route investigation.
- Advise VicRoads of Council's intentions to include reference to a future By-Pass of Colac, and potential lake crossing and outer southern route in the Municipal Strategic Statement.
- Request VicRoads to consider a By-Pass as part of its long term Infrastructure Planning for the Princes Highway, and to undertake detailed investigations of a preferred route at the earliest time.

**Attachments**

Nil

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

1. ***Considers the need to preserves areas to cater for the development of a future Princes Highway By-Pass of Colac when undertaking planning related to significant land use change such as urban expansion based on the following :***
  - a. ***By-Pass Option across the Lake – Planning needs to provide for the option of a route across the lake with access from the existing Highway at each end outside of the current urban area.***
  - b. ***By-Pass Option (Outer Southern Route) – Planning needs to provide for the option of a route to the south of the existing urban areas of Colac/Elliminyt which has connectivity into the Colac East Industrial area.***
2. ***Includes references to the need to preserve land for the options of a future Princes Highway By-Pass of Colac across the lake or around the southern edge of Colac Elliminyt in its Municipal Strategic Statement of the Colac Otway Planning Scheme.***
3. ***Advises VicRoads of Council's intentions to include reference to the potential options of a lake crossing or outer southern route in its Municipal Strategic Statement, and to highlight the need for detailed route investigation by VicRoads of a Princes Highway By-Pass of Colac.***
4. ***Requests VicRoads to consider the Princes Highway By-Pass of Colac as part of its long term Infrastructure Planning for the Princes Highway, and that such planning occur at the earliest time, irrespective of timing of construction of the By-Pass, in order to provide certainty to land owners and decision making agencies about the specific route which is required.***

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SUSTAINABLE PLANNING AND DEVELOPMENT

| ITEM | |
|---------------------------|---|
| <u>OM132606-11</u> | <u>G21 ECONOMIC DEVELOPMENT STRATEGY</u> |
| <u>OM132606-12</u> | <u>DRAFT G21 REGIONAL GROWTH PLAN IMPLEMENTATION PLAN</u> |
| <u>OM132606-13</u> | <u>GEEELONG OTWAY TOURISM MEMORANDUM OF UNDERSTANDING</u> |
| <u>OM132606-14</u> | <u>DRAFT PIRRON YALLOCK RECREATION RESERVE AND SWAN MARSH TENNIS RESERVE MASTER PLAN</u> |
| <u>OM132606-15</u> | <u>DRAFT RED ROCK REGION COMMUNITY INFRASTRUCTURE PLAN</u> |
| <u>OM132606-16</u> | <u>2013 - 14 SMALL TOWN IMPROVEMENT PROGRAM ALLOCATIONS</u> |
| <u>OM132606-17</u> | <u>REVIEW OF BIRREGURRA STRUCTURE PLAN - FINAL REPORT</u> |
| <u>OM132606-18</u> | <u>PLANNING SCHEME AMENDMENT C72 - CONSIDERATION OF SUBMISSIONS</u> |
| <u>OM132606-19</u> | <u>AMENDMENT C70 (BIODIVERSITY MAPPING) STATUS UPDATE</u> |

OM132606-11**G21 ECONOMIC DEVELOPMENT STRATEGY**

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

Purpose

The purpose of this report is to seek Council's endorsement of the 'Draft G21 Economic Development 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 with consultant company 'AECgroup', has drafted a Regional Economic Development Strategy that identifies the region's major areas of natural advantage and includes strategies and actions for supporting significant economic growth. (Attachment 1 Draft G21 Economic Development Strategy, April 2013).

The Economic Development Pillar maintains a priority list of individual Council projects including the Apollo Bay Harbour Redevelopment and the CBD and Entrance Project as examples but the Draft Regional Economic Development Strategy has a focus on 'game changers' or projects that deliver significant, distinct, and lasting regional benefits.

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

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

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

Economic Development

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

Issues / Options

The guiding principle for the Draft G21 Economic Development Strategy was the Geelong Region Plan vision.

“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 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 Game Changers are structured under five Strategic Focus Areas:

- Strategic and Integrated Transport Infrastructure
- Vibrant and Active Region
- Coordinated Delivery of Critical Growth Infrastructure
- Learning and Innovation
- Investment Ready.

The following is a summary of each of the Strategic Focus Areas:

Strategic and Integrated Transport Infrastructure

Inter and intra-regional transport infrastructure linking the G21 region, enabling efficient movement of freight and passengers and encouraging the interaction of all regions within G21 with other surrounding regions. Game changer projects:

- Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac-Otway connections.
- Regional Rail Express
- National freight and logistics hub
- Transit link to Torquay
- Development of additional freight connections
- Development of Avalon (freight and international airport).

Vibrant and Active Region

A vibrant and active region with identifiable and distinct activity nodes in surrounding areas. Game changer projects:

- Geelong City Centre Reactivation
- Geelong Convention & Exhibition Centre
- Land assembly in key development corridors
- Cruise Ship Facility

- Geelong Centre for Emerging Infectious Diseases
- Transferrable Development Rights (Heritage or environmental transfers)
- Attraction of a second University.

Coordinated Delivery of Critical Growth Infrastructure

Accelerated delivery of critical infrastructure supporting growth, development, community and cultural interaction and investment attraction. Game changer projects:

- National freight and logistics hub plan for northern Geelong
- NBN rollout and digital economy plan
- Reticulated infrastructure planning for the currently planned and long term growth of the region
- Transit link to Torquay.

Learning and Innovation

Recognition of G21 region as a leading learning and innovation region focused on the generation, development and extension of knowledge. Game changers:

- Globally significant innovation and research centre
- Consolidation of Deakin waterfront campus (including links to Geelong CBD)
- Regional innovation committee (Gordon TAFE, Deakin University, Health and sports science, Local Business and Industry, local champions of core areas of interest)
- Attraction of a second University
- Extension of learning pathways
- Business mentoring program.

Investment Ready

Outcome driven and solution focussed business investment location. Promotion of G21 as a major business investment destination, to drive the facilitation of new investment and job generation into the region. Game Changers:

- Open for Business
- Business development initiatives
- Marketing and public relations
- Business expansion and retention programs
- Major trade shows/conferences to promote investment.

The Game Changers are interrelated in that they all contribute to the economic growth of Geelong and the G21 Region. Colac Otway Shire benefits indirectly from regional economic growth but there are clear direct 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 'Investment ready' message in attracting business to our Shire.

Developments such as the 'Innovation and Research Centre' that combines the resources of the CSIRO, Deakin University, Barwon Health, and Department of Primary Industries facilities at Queenscliff, would be of major importance to an agricultural and rural manufacturing centre such as Colac. Our local companies could directly benefit from research and innovative products or processes developed at this facility.

The governance and delivery structure for the facilitation of the G21 Economic Development Strategy and implementation of the Game Changer initiatives would be a sub-committee of

the G21 Regional Alliance, supported from within existing economic development budgets of the Local Governments, and augmented by State and Commonwealth funds where available.

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 direct or flow on benefits in each of the five Strategic Focus Areas. 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.

Proposal

That Council endorses the Draft G21 Economic Development Strategy.

Financial and Other Resource Implications

There are no financial resource implications related to this report. It is expected that the Advisory Board model of governance will deliver the Strategy within existing budgets. Council provides an amount in its Economic Development Budget that enables contribution to regional projects in both the G21 and Great South Coast areas.

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 for the 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 Draft G21 Economic Development Strategy was developed with extensive stakeholder and community engagement across the five partner municipalities including a presentation to Council and a public meeting in each of the major centres within each municipality.

The community will be informed of Council's decision through a media release. No other form of engagement is required.

Implementation

The G21 Board 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 Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac-Otway connections.
- Regional Rail Express
- National freight and logistics hub
- Transit link to Torquay
- Development of additional freight connections
- Development of Avalon (freight and international airport)
- Geelong City Centre Reactivation
- Geelong Convention & Exhibition Centre
- Land assembly in key development corridors
- Cruise Ship Facility
- Geelong Centre for Emerging Infectious Diseases
- Transferrable Development Rights (Heritage or environmental transfers)
- Attraction of a second University
- National freight and logistics hub plan for northern Geelong
- NBN rollout and digital economy plan
- Reticulated infrastructure planning for the currently planned and long term growth of the region
- Transit link to Torquay
- Globally significant innovation and research centre
- Consolidation of Deakin waterfront campus (including links to Geelong CBD)
- Regional innovation committee (Gordon TAFE, Deakin University, Health and sports science, Local Business and Industry, local champions of core areas of interest)
- Attraction of a second University
- Extension of learning pathways
- Business mentoring program
- Open for Business
- Business development initiatives
- Marketing and public relations
- Business expansion and retention programs
- Major trade shows/conferences to promote investment.

A Sub-committee reporting directly to the Chair of the G21 Alliance will be responsible for the implementation of the Strategy. This is the most cost effective model for delivery and provides a high level of accountability to each Council and the G21 Board.

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 and the Colac CBD and Entrances.

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. Draft G21 Economic Development Strategy

Recommendation(s)

That Council endorses the Draft G21 Economic Development Strategy.

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**OM132606-12****DRAFT G21 REGIONAL GROWTH PLAN  
IMPLEMENTATION PLAN**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Doug McNeill                       | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/2194   |

**Purpose**

The purpose of this report is to seek Council's endorsement of public exhibition of the draft Implementation Plan prepared for the G21 Regional Growth Plan.

**Declaration of Interests**

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

**Background**

The G21 Regional Growth Plan ('the Growth Plan') is one of eight growth plans being developed across the State. The G21 Growth Plan is the first Plan to be completed having been adopted by all G21 Councils in August 2012 and subsequently launched by the Minister for Planning in April 2013.

The Growth Plan provides a regional level land use and settlement planning framework that responds to anticipated growth and a population of over 500,000 by 2050.

The Growth Plan was a G21 Planning and Services Pillar project and undertaken in partnership with State Government as the key funder. The project was managed by a project manager and support team under the direction of a Project Steering Group (PSG). The Project Steering Group included representatives from the five G21 Councils (General Managers of Planning or equivalent), G21 CEO, State Government and agencies (Departments of Transport, Planning and Local Infrastructure, Environment and Primary Industries, and VicRoads, Barwon Water, CCMA) and the Committee for Geelong.

The Growth Plan recommended the development of an Implementation Plan to focus on:

- development of an Infrastructure Plan that will identify the key regional level infrastructure projects critical to supporting the housing and employment growth directions of the Growth Plan.
- development of Residential and Industrial Land Supply information to enable more accurate reporting and monitoring of lot supply across the region.
- preparation of a strategic housing incentives report to identify actions to support strategic housing objectives.
- undertaking a more detailed analysis of Further Investigation Areas to identify opportunities, issues and responses, planning outcomes, land planning and release timing.

A draft Implementation Plan has now been developed for community consultation purposes. The project is being undertaken under a similar governance framework to the Growth Plan, being managed by a council project team and directed by a Project Steering Group with

support from a Technical Reference Group and External Reference Group (comprising key infrastructure providers and managers).

The draft Implementation Plan provides a regional level Infrastructure Plan which identifies the key regional level infrastructure projects necessary to support the growth directions and principles. It also includes information to support future planning and suggested responses for:

- Regional, municipal and district centre Residential and Industrial Land Supply.
- Strategic Housing Incentive Actions to support housing outcomes in identified strategic locations.
- The two Further Investigation Areas identified in the Growth Plan to provide medium to long term growth.

The draft Implementation Plan is supported by a Background Report providing contextual information and detailed analysis and five (5) municipal Land Supply Reports. A web based land supply reporting tool is also available. The Plan is informed by a Strategic Housing Incentives Action Plan report and Land Supply Background Paper prepared by consultants Urban Enterprise and Spatial Economics.

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

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

### **Physical Infrastructure and Assets**

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

### **Land Use and Development**

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

The Implementation Plan is a flow-on project from the G21 Regional Growth Plan which was adopted by Council at its meeting in August 2012. The project work is consistent with existing state and local planning policies. The Growth Plan implementation directions will identify measures to give the Plan strategic and statutory weight.

### **Issues / Options**

#### Project process and timelines

The project is to be developed over four phases as identified in the project timeline:

- Phase 1 - Project set up (completed).
- Phase 2 - Project Overview development (completed).
- Phase 3 - Develop Draft Implementation Plan, Background Report, Land Supply Reports (completed). (Community consultation commences in July).
- Phase 4 - Finalise Implementation Plan and Land Supply online tool – October 2013.
- Phase 5 - Implementation Plan adoption (*out of scope*) – post October 2013.



### Engagement

Phases 2 to 3 of the project have been informed through two stages of consultation and engagement including targeted stakeholder engagement including all G21 councils, key infrastructure providers, organisations involved in land development and housing policy setting and consortium land owners in the Further Investigation Areas. Consultation on the draft Plan will occur over a six week period commencing 1 July 2013 and focused around 6 Open House drop in information sessions to be conducted around the region. One of these will be conducted in Colac.

The project website will be regularly updated with project documents, project updates and details of engagement activities and include opportunities for participating in surveys and polls.

### Document approval process

The process for document version approval is as identified in previous Council briefings:

- PSG signoff of draft Plan for community consultation following an Executive Briefing (workshop comprising project partner Mayors, councillors and Chairs and CEOs).
- PSG to sign of the final Plan following an Executive Briefing at the end of phase 4 of the project and consideration of submissions. A Council report will be provided to each Council on the final Plan for adoption consideration.

### Relationship to other projects

There are a number of strategic and infrastructure planning projects currently under way which will inform the development of the Implementation Plan including:

- The Metropolitan Planning Strategy and adjoining region Regional Growth Plans.
- G21 priority and pillar projects such as the Economic Development Strategy, Transport Plan review and Public Transport Plan under development and the Health and Wellbeing project.
- State Government transport projects under construction or transport planning projects and studies in development including Geelong – Werribee corridor, Avalon Airport Rail Link, Grovedale Station, Freight and Logistics Plan etc.
- Victorian Coastal Strategy review and the development of Regional Coastal Action Plans and Regional Catchment Strategies.

### Infrastructure Plan

The development of a regional and sub-regional level infrastructure plan has provided a consolidated picture of the infrastructure required to support and drive the region's growth directions and address infrastructure barriers or gaps critical to the region reaching its potential, achieving its vision and broadening its contribution to the growth of the state and nation. Developed through infrastructure provider and key stakeholder consultation and analysis of over 200 projects across the region, the infrastructure plan provides a program for infrastructure investment which will achieve the highest and best value for the region in terms of supporting jobs growth, a vibrant economy and building on existing infrastructure investments and the region's competitive advantages. The infrastructure themes cover:

- Transport - road, rail, cycling and public transport
- Utilities - water and sewerage, drainage, gas and electricity and telecommunications
- Community - education, health, arts and culture, sport and recreation, emergency services and waste management
- Business - airports, ports and harbours, agriculture and major urban precincts
- Environment - National, State and regional park assets.

Theme schedules identify a range of regional and sub regional projects important to supporting the development of Urban Geelong and District Towns (Armstrong Creek, Bannockburn, Drysdale/Clifton Springs, Colac, Lara, Leopold, Ocean Grove, Torquay/Jan Juc) – refer Attachment 1. Each project includes a broad timeframe delivery based on growth area activity. Each project has been assessed to identify priorities using a range of economic, social and environmental criteria.

The short term **critical project infrastructure** investment priorities that will drive and support growth include:

- Staged connection of the Geelong Ring Road to the Bellarine Peninsula
- Princes Highway duplication to Colac
- Major upgrades of the Great Ocean Road and key connecting routes to the Princes Highway
- Road and rail freight connections to the Port, Geelong Ring Road Employment Precinct (GREP) and Avalon Airport (including rail passenger connections)
- Rail corridor upgrades from Geelong – Grovedale and stabling yards relocation
- Colac water supply and reclamation plant upgrade
- Potable water trunk line connection to Lethbridge intensive agriculture node
- Major catchment drainage works for GREP and Colac
- Geelong Centre for Emerging Infectious Diseases
- Major community health centre upgrades
- Redevelopment of GPAC and Geelong Gallery
- Avalon Airport international terminal
- Geelong shipping channel deepening
- Portarlington and Apollo Bay harbour precinct development
- Geelong Convention and Exhibition Centre and Yarra Street Pier construction

- Colac CBD and Entrances project implementation
- Torquay Surf City precinct development.

A number of potentially transformational projects that have not undergone rigorous business case development are the focus of further work priorities including:

- Road and rail freight connections to Ring Road, Port and GREP options study
- Geelong stabling yards relocation options study
- Colac bypass route designation
- Development of a Geelong Integrated Transport Plan
- Development of a next generation resource recovery plan
- Coastal vulnerability assessments and asset management strategies
- Development of a Regional Natural Open Space Assets Strategy.

Three potential future projects have been identified which will provide the next tranche of infrastructure projects or support the Growth Plan outcomes:

- Development of a Geelong Integrated Transport Plan
- Geelong Digital Roadmap implementation
- Development of a Regional Natural Open Space Assets Strategy.

#### Strategic housing incentives and land supply

The Growth Plan identified a number of key objectives and outcomes for future housing provision in the region:

- Providing greater housing choice to meet the changing needs of households.
- Encouraging medium to high density living in identified precincts and supporting urban regeneration initiatives .
- Supporting the timely development of identified short to medium term growth areas and further longer term housing growth in colac and winchelsea.
- Ensuring adequate supply of residential and employment land in the right locations to meet future growth needs.

Consultants Urban Enterprise and Spatial Economics were engaged to assist in the identification of strategic housing incentive actions and development of land supply reports to inform the Implementation Plan directions.

Key barriers or challenges for achieving strategic housing outcomes include:

- Infrastructure – availability, timely delivery and adequacy.
- Development viability – market demand, land and development costs and level of local amenity.
- Planning for growth and land supply – impacts of constraints on capacity, limited diversity of housing stock, land assembly challenges.
- Development approval and planning processes – currency of strategic planning, adequacy of resources, processes and time frames.

A range of strategic actions have been identified to address these issues including:

- Regional initiatives – targeted at the wider G21 region and ensuring that the common strategic housing growth challenges are addressed across planned growth and urban renewal areas. These include regular land supply monitoring and key infrastructure provision.
- Urban renewal and regeneration initiatives – providing specific localised actions to stimulate development and targeted investment in identified areas. These include post code campaigns and particular area coordination and delivery mechanisms for areas including Central Geelong, Fyans/West Fyans Street precinct and Corio/Norlane.
- Growth area initiatives –specific targeted actions required to ensure that land release and housing growth is supported where and when it is required in all District Towns. These include key supporting infrastructure provision, land assembly support, detailed strategic planning and housing diversity planning tools.

Land supply reports have been developed for each of the five G21 municipalities focusing on the major population centres. These reports provide current land supply data for residential and industrial land stocks. The reports indicate that across the region there is generally a healthy level of land supply and development activity composition including multiple active fronts and a diversity of infill and broad hectare land. The major urban centres of Geelong, Torquay and Colac have between 13 – 20 years of broad hectare supply with planned growth areas (not zoned) providing further future capacity. In centres such as Bannockburn there is a need to bring forward planned growth areas to lift falling supply levels.

#### Further Investigation Areas

The Growth Plan identified two Further Investigation Areas (FIAs) or ‘strategic opportunity areas’ to the north and west of Geelong, to be examined for their potential to provide capacity for the G21 region to grow to and beyond 500,000 people and respond to higher growth rates in the future.

An analysis of these two areas indicates that both these areas have the potential to provide for significant growth, around 60,000 people, more than is required for the foreseeable future. Each area has a number of constraints and limitations which can be managed. Each area also offers a number of significant opportunities to either enhance employment, existing communities or provide significant environmental benefits and key recreational linkages.

The Implementation Plan concludes that only one FIA is required to meet the foreseeable medium to long term growth needs of Geelong. The Implementation Plan does not identify which FIA should be the next major growth area that proceeds to the growth area planning stage. This is an on-balance consideration for the City of Greater Geelong. It is intended that the analysis and recommendations of the Implementation Plan assist Council in making that decision.

The Implementation Plan identifies major consequences of ‘out of sequence’ development and over-availability of land supply across the municipality. The Implementation Plan identifies that a major growth area is not required for at least 20 years based on existing land supply in Urban Geelong, existing growth priorities and major infrastructure commitments. It is recognised that faster growth rates will mean that this time frame may change reinforcing the need for regular land supply monitoring.

In terms of future planning of one of the FIAs, the Implementation Plan identifies the need to take the ‘next step’ when it comes to planning future communities, particularly those at the edge of existing urban areas.

This is important to ensure future infrastructure delivery is efficient and cost effective, that sustainable communities are created and that broader community and economic benefits can be provided.

The Implementation Plan also includes a number of suggested responses relating to:

- Developing a Sustainability Plan to provide urban areas incorporating the principles of zero carbon, zero waste, sustainable water and transport and improved environmental outcomes.
- Community planning and design.
- Providing housing choice and affordability including development of a Housing Diversity Plan.
- Coordinating infrastructure provision through the development of an Integrated Infrastructure Delivery Plan.
- Identification of site specific considerations for each FIA.
- Next planning steps including timing, detailed planning and planning process support mechanisms.

### Review

In order to ensure the Implementation Plan remains current and able to adapt to new information and changing priorities it is suggested that:

- The full Plan be reviewed every three years and the Infrastructure Plan more frequently.
- The land supply data is regularly updated to inform future planning.

### **Proposal**

It is proposed that Council note the preparation of a draft Implementation Plan for the 2012 G21 Regional Growth Plan, and that public feedback on the plan will be sought through an engagement process facilitated by the G21 RGP project team.

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

The project is being undertaken within the remaining State Government and G21 Council funding for the development of the Regional Growth Plan.

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

A risk and issues log is maintained during the project. A project governance structure and engagement plan has been developed to manage and respond to project risks.

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

The development of a draft Implementation Plan has been based on the detailed examination of available data on areas of environmental significance and using a triple bottom line approach. The Infrastructure Plan includes an environment theme while planning directions for the FIAs identify key sustainability outcomes. Key agencies such as the DEPI, Parks Victoria, Coastal Committees of Management, Coastal Boards and Councils have and will continue to be engaged in the development of the Implementation Plan elements.

### **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 will be consult. A detailed Communications and Engagement Strategy has been developed for the project. Communication and engagement consultants Kismet Forward have been engaged to support communication and consultation activities.

It is intended that the draft Implementation Plan will on public exhibition for six weeks commencing in July 2013, with a drop-in information session to be held in Colac through that period.

**Implementation**

Council officers will participate in the coordination of a Colac based drop-in information session during the engagement period.

**Conclusion**

The draft Implementation Plan is a comprehensive document that seeks to identify key infrastructure and other mechanisms required to support future growth in Colac and the broader region. Public consultation will identify any further enhancements required to the draft before it is finalised.

**Attachments**

1. G21 RGP IP projects schedule 12Jun2013

**Recommendation(s)**

***That Council endorses the public exhibition of the draft G21 Regional Growth Plan Implementation Plan for a period of six weeks.***

~~~~~v~~~~~

OM132606-13

GEE LONG OTWAY TOURISM MEMORANDUM OF UNDERSTANDING

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

Purpose

This report addresses the proposed renewal of the Memorandum of Understanding between Colac Otway Shire Council and Geelong Otway Tourism for the period 1 July 2013 to 30 June 2014.

Declaration of Interests

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

Background

Geelong Otway Tourism Inc (GOT) was formed in 1993 and provides an industry-based tourism partnership between the City of Greater Geelong, Shires of Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe. The Memorandum of Understanding (MoU) provides the foundation of the relationship between the signatories, clarifying the roles and responsibilities of all parties.

Geelong Otway Tourism Inc is directed by a Board of 12 delegates who represent the industry and municipal membership base. This consists of a delegate from each Local Tourism Association and each member Municipal Council, except Golden Plains Shire, and four skills based delegates. Colac Otway Shire is currently represented by the Council appointed Board member Cr Lyn Russell and the Otways Tourism appointed Board member John Riches. The Board is structured to ensure that it is industry driven whilst still recognising the valuable and critical partnership with local government.

GOT five core areas of responsibility are:

1. *Partnerships*

Forge and maintain partnerships with the tourism industry, the community and all levels of government.

2. *Infrastructure & Services*

Provide industry research data to the market place and represent the tourism industry and the regional interests as a lobbyist for appropriate and sustainable infrastructure and services.

3. *Product Development*

Encourage the development of tourism product and experiences enhancing the region's competitive strengths.

4. *Industry Professionalism*

Enhance the visitor experience by improving industry professionalism and customer service.

5. *Marketing*

Undertake intrastate and interstate marketing of the region focusing on competitive advantages and addressing challenges of seasonality, length of stay and yield.

The GOT Business Plan follows four fundamentals:

1. *Demand*

- Understand market requirements and trends
- Implement strategic marketing activities in partnership with the tourism industry and partners.

2. *Supply*

- Facilitate access to programs that improve capability and capacity of industry
- Ensure tourism product in the region meets market demands
- Advocate tourism infrastructure as a development priority.

3. *Partnerships*

- Lead a united, co-operative and co-ordinated industry with open and effective communication between all sectors
- Maintain effective partnership with relevant organisations at all levels of government
- Encourage communities to be informed, supportive and active partners
- Secure resources to allow effective operations.

4. *Governance*

- Maintain and enhance sustainable framework
- Implement industry best practice standards for accountability and transparency.

Over the past three years Council has agreed to extend the GOT MoU in lieu of the resolution of the restructure of regional tourism and the introduction of a Great Ocean Road Tourism Board. An interim board was established and completed its work in December 2012 with the 'Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders'. Council's response to the report is noted in the 27 March 2013 Council meeting minutes:

"That Council does not endorse the Great Ocean Road Tourism Interim Regional Tourism Board, Report to Stakeholders' Dec 2012 and writes to Tourism Victoria with the following recommendations:

- ***That Local Government funding contributions are set at current levels and costs to Council do not increase. Any increase over these levels be through collective negotiation with the member Councils along with associated levels of service increases.***
- ***That all staff of current regional tourism organisations be seconded to the new structure without loss of entitlements.***
- ***That the CEO be appointed through an independent open and competitive recruitment process.***
- ***That Colac Otway Shire retains the Colac and Great Ocean Road Visitor Information Centre at Apollo Bay and their respective staff.***
- ***That Colac Otway Shire retains the Tourism Development Officer position.***

- *That, if established, the RTB undergo a process to evaluate the benefits of discarding the traditional membership subscriptions model of industry and that it consults with member municipalities before a final recommendation is made.*
- *That if established the RTB, in response to local demand, strengthen the Great Ocean Road brand by limiting its use to appropriate areas within the wider region e.g. Surf Coast, Colac Otway and Corangamite Shires and allocate substantial funds for the marketing of the Great Ocean Road/Otways region.*
- *That the overall funding model be adjusted to allow for a decrease in the City of Greater Geelong's contribution to a level that excludes their events and marketing budget.*
- *That this shortfall in the budget be made up through an increased contribution by Tourism Victoria."*

While a number of processes have taken place since the release of the Interim Board report, the matter of the regional restructure is still unresolved. In light of this, Geelong Otway Tourism has written to Council seeking an endorsement of an extension of the current MoU for a further 12 month period. The MoU includes the following clauses to ensure flexibility due to unforeseen change.

"29. Due to the current Tourism Structure Review, a review will be conducted each quarter. This Memorandum of Understanding will cease ONLY if a new structure is agreed upon by all parties during the 2013-14 period.

30. Due to the current Tourism Structure Review, subscription as outlined under clause 5. will be invoiced at the commencement of each quarter"

Council Plan / Other Strategies / Policy

Economic Development

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

It is also supported in the Colac Otway Shire Tourism Review (2006)

..."GOT is considered one of the most successful Regional Tourism Associations in the country, and its structure and performance is often used as a benchmark for Local Government regions across Australia."

The G21 Geelong Regional Plan, also supports the partnership.

"A regional approach is required to develop and guide strategies, measure results and facilitate multi agency long term solutions for the future of the region

Issues / Options

Council has the option to sign, or not sign, the MoU.

Geelong Otway Tourism provides leadership and the strength of regional partnerships that drive tourism in the region. In the absence of the anticipated new Great Ocean Road Regional Tourism Board the recommended option is to sign the extended MoU for the period 1 July 2013 to 30 June 2014.

Proposal

It is proposed that Council resolves to sign the MoU for the period 1 July 2013 to 30 June 2014.

Financial and Other Resource Implications

The Council GOT contribution for 2013/14 is \$80,544.91 a 3% CPI increase on last year's figure of \$78,198.94.

This amount is 6% of the total municipal partners' contribution to the annual administration budget. Council funds are only applied to the administration budget so as to exclude expenditure that is explicitly targeted at other regional areas (e.g. Visitor Information Centres, GOT Conferences, Destination Geelong and Destination Bellarine marketing campaigns).

Contribution per Council:

| | |
|-------|--------------------------|
| 6% | Colac Otway Shire |
| 6% | Surf Coast Shire |
| 0.5% | Golden Plains Shire |
| 1% | Borough of Queenscliffe |
| 86.5% | City of Greater Geelong. |

Risk Management & Compliance Issues

The partnership with GOT has not to this date presented any risk related issues. The only risk related to the MoU would be in the public perception of Council if a decision was made not to sign, in that Council has entrenched support for regional partnerships in the Council Plan and not signing the MoU would be contrary to the principle.

Environmental and Climate Change Considerations

There are no environmental risk factors related to this report.

Community Engagement

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

This report on the proposal to extend the current MoU to 30 June 2013 by signing a new 12 month MoU, has not included a review of the performance of GOT or the MoU. As the principle of these kinds of regional partnerships is recognised in the Council Plan, no community engagement is recommended regarding this proposal.

The resolution of Council on this proposal will be communicated to GOT by a letter from the CEO.

Implementation

Council will send a letter from the CEO communicating Council's endorsement of the recommendation along with a signed copy of the Memorandum of Understanding.

Conclusion

Tourism is a growing industry that generates significant direct expenditure, infrastructure and facility investment and creation of jobs.

"The Tourism Sector represents 7.4% of total employment in the Colac Otway Shire, approximately 643 jobs and is estimated to generate \$104.7m in annual economic output." (Attachment 3 - Tourism Economic Impact Analysis REMPLAN 2011).

Cooperative relationships with regional partners are essential to the ongoing growth of tourism in the Colac Otway Shire. The tourism industry is made up of numerous small business operators who could not afford to conduct research projects, marketing campaigns or successfully lobby government for support. Through industry contribution to GOT they

are able to benefit from combined effort. The industry is well supported in this region by the local government partners in GOT, who also individually could not to the same extent conduct research projects, marketing campaigns or successfully lobby state and federal governments for support.

The five local government partners in GOT are also the partners in G21 which reinforces the importance of regional cooperation:

“A regional approach is required to develop and guide strategies, measure results and facilitate multi agency long term solutions for the future of the region.” (G21 the Geelong Regional Plan - a sustainable growth strategy).

It is proposed that Council resolve to sign the MoU for the period 1 July 2013 to 30 June 2014.

Attachments

1. MOU - GOT with member municipalities to 30 June 2014
2. MOU - GOT Extension Contribution
3. Tourism Economic Impact Analysis REMPLAN 2011

Recommendation(s)

That Council resolves to sign the Memorandum of Understanding between the Colac Otway Shire Council and Geelong Otway Tourism Inc. for the period 1 July 2013 to 30 June 2014 and notes that this Memorandum of Understanding will cease only if a new structure is agreed upon by all parties during the 2013/14 period.

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**OM132606-14****DRAFT PIRRON YALLOCK RECREATION RESERVE AND  
SWAN MARSH TENNIS RESERVE MASTER PLAN**

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

**Purpose**

To seek Council endorsement for the release of the Draft Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve Master Plan for public exhibition for a period of not less than six weeks.

**Declaration of Interests**

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

**Background**

The Swan Marsh area has a functioning recreation reserve which services the needs of Swan Marsh, Pirron Yallock and Stoneyford. The reserve is home to the Stoneyford Cricket Club, which fields five teams in the local competition, and is also a location for district finals matches within the local competition. During the winter months the reserve is the home to the local soccer club, the Colac Otway Rovers AFC which plays in the Football Federation Victoria Geelong Region competition.

Swan Marsh also has a tennis reserve opposite the Swan Marsh Public Hall. The Colac Otway Shire Public Open Space Strategy (POSS) identified deficiencies with the current Swan Marsh tennis courts in terms of the size of the site and ability to meet player runoff standards required for competition. The strategy also recognises that the site would be unable to expand due to it already using all available space within the current boundaries.

Due to these deficiencies, the Colac Otway Shire POSS suggests investigations be undertaken into other facilities that could meet the needs of the Swan Marsh Tennis Club and Swan Marsh residents. It also recognises the lack of available public open space in Swan Marsh and suggests the courts could be decommissioned, with the space reconfigured to provide for informal ball play, children's bike riding and picnic facilities.

Further discussions with members of the Swan Marsh Tennis Club, Swan Marsh Hall Committee and Pirron Yallock Recreation Reserve Committee of Management have revealed that a suitable solution would be the construction of new courts at the Pirron Yallock Recreation Reserve. This would provide the benefits of the centralisation of sporting facilities and also increase public open space in the Swan Marsh Township.

The Swan Marsh Hall Committee put forward a proposal to the 2012/13 Small Town Improvement Program to fund a master planning process for both the Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Courts, which was subsequently supported by Council.

In September 2012, consultant 'Inside Edge Sport & Leisure Planning' was engaged to prepare the Master Plan. An inception meeting was held in November 2012 to discuss the project and elaborate on the desktop work that had been completed.

Present were key stakeholders representing Council, the Pirron Yallock Recreation Reserve Committee of Management, Stoneyford Cricket Club, Swan Marsh Hall Committee, Swan Marsh Tennis Club and the Colac and District Cricket Association.

The process to develop the Master Plan involved analysis of the local demographic profile and projections, a review of relevant strategies and policies and a review of the current user groups. Several forms of consultation were initiated including meetings with key stakeholders, site visits, phone interviews and sub-committee meetings. A drop in session open to the community was also held which attracted more than 20 local residents.

The Master Plan outlines improvements to the Pirron Yallock Recreation Reserve including:

- Improvements to the pavilion/clubrooms
- Construction of new tennis courts inclusive of the removal of vegetation to facilitate the new tennis courts
- Installation of children's play equipment
- Improvements to the oval surface
- Seating and enhanced spectator areas and general landscaping improvements
- BBQ and picnic facilities.

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

#### **Physical Infrastructure and Assets**

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

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

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

#### **Issues / Options**

The Colac Otway Shire POSS identifies several deficiencies with the current Swan Marsh tennis courts and also recognises that there is not enough space at the current site for adequate player runoff. It also recognises that there is no potential for further development of club rooms or similar facilities. This could jeopardise the potential of the club to maintain competition levels, which in turn would reduce the viability of the club and overall sustainability of the courts. The existing tennis courts are in poor condition and independent assessment identifies that they need a complete reconstruction.

The Public Open Space Strategy also notes the lack of public open space in Swan Marsh itself. Because of these issues the strategy recommends that investigations be undertaken to assess other sites that could provide for the needs of the Swan Marsh Tennis Club and Swan Marsh residents. It also recommends the assessment of the site of the existing courts for redevelopment to provide informal ball play, children's bike riding and picnic facilities.

Initially there was some resistance to the relocation of the tennis courts to the recreation reserve by members of the local tennis club. The full details relating to the lack of space for courts and player runoff as well as the limited potential for future development of clubrooms have now been explained and they have now agreed with the plan.

The Pirron Yallock Recreation Reserve Committee of Management recognises the need to ensure all user groups are well catered for and that planning for this is required for the

sustainability of the recreation reserve. Because of this, improvements to the playing surface have been recommended to ensure that the needs of the Soccer Club have been met. It is anticipated that the Soccer Club will remain at the venue for at least the medium term future.

Following an inspection of the Pirron Yallock Recreation Reserve Clubrooms by Council officers in September 2012 for intended maintenance works, a number of risks were identified with the existing clubrooms building.

The premises were then inspected by Council's Municipal Building Surveyor who served an emergency order on the clubrooms prohibiting public use due to concerns about the condition of the building. Subsequent to this a Building Notice was also issued which required Council to show cause as to why the facility should not be pulled down, removed, demolished, or made good to a safe and compliant condition.

It appears that some building work had been carried out on the facility without a permit in previous years, but had only recently been discovered. That work has rendered the building unsafe and under the regulations, Council cannot allow people back into the building until the building has been restored to a safe and compliant condition.

The existing building requires significant work to remedy the associated issues. Following further investigations by a structural engineer, it was recommended that Council give serious consideration to replacing the existing facility due to the structural issues.

The Master Plan recognises the issues associated with the clubrooms however the scope and budget prevent it from undertaking the detailed investigations required. These investigations are being undertaken separately and are noted in the Master Plan as a high priority. The Master Plan does however provide evidence of the need for new or refurbished clubroom facilities to encourage and facilitate participation.

### **Proposal**

It is proposed that the Draft Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve Master Plan be endorsed for release for public exhibition for a period of not less than six weeks.

**Financial and Other Resource Implications** The Master Plan includes a total cost estimate for all proposed works of \$1,275,000. The Reserve provides significant benefits to the community and therefore it is not unrealistic to expect some contributions from Council to the improvement to the facilities. Funding will be sought from both State and Federal sources to ensure minimal impact on Council. Many State and Federal funding programs require matching contributions from Local Government and/or local communities. Any contributions from Council would be considered as part of the annual budget process.

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

There are no risk management or compliance issues associated with the release of this Master Plan for public exhibition.

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

No environmental or climate change considerations were identified in the development of the Master Plan.

### **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 and includes making the Master Plan available at customer service centres at Rae Street and Gellibrand Street and on the Council website.

It should be noted that the development of the draft Master Plan employed the involve level of engagement and included several meetings with the Master Plan sub-committee, individual meetings with sporting groups - Stoneyford Cricket Club, Colac Otway Rovers FC and the Swan Marsh Tennis Club, on site meetings with both facilities' Committees of Management, phone interviews with relevant stakeholders and a drop in session for the broader community.

### **Implementation**

The Master Plan outlines an implementation plan including priorities and costings. Council Officers will work with the community and seek external funding to incrementally complete these actions over time.

### **Conclusion**

The Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve Master Plan has been developed with extensive input from a range of key stakeholders as the Swan Marsh Community. These plans will play an important role in achieving funding for projects from local levels as well as State and Federal governments.

Whilst the plan has been developed using wide ranging consultation it is important to release it for public exhibition to ensure the broader community are afforded the opportunity to view the plan and make comment.

### **Attachments**

1. Final Draft - Pirron Yallock Recreation Reserve & Swan Marsh Tennis Reserve - Master Plan - May 2013

### **Recommendation(s)**

***That Council endorses the release of the Draft Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve Master Plan for public exhibition for a period of not less than six weeks.***

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OM132606-15**DRAFT RED ROCK REGION COMMUNITY
INFRASTRUCTURE PLAN**

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

Purpose

The purpose of this report is to seek Council endorsement for the release of the Draft Red Rock Region Community Infrastructure Plan for public exhibition for a period of not less than six weeks.

Declaration of Interests

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

Background

The Red Rock Progress Association (RRPA) was formed in 2011 with the aim of creating a unified approach to community issues for the townships of Cororooke, Alvie, Warrion and Coragulac and the surrounding localities.

Council supported a proposal in 2011 from the RRPA to Council's Small Town Improvement Program for funding for the development of a Community Infrastructure Plan for the region.

Over 30 community members attended a community meeting where the RRPA introduced the project. Local issues were discussed and noted and a comprehensive list of desired improvements was compiled. This list was then distributed to the local community to rank in order of importance.

Local consultant Lisa Stafford was engaged to collate the information that had already been gathered by the community, investigate further the local landscape and context and propose innovative and affordable approaches. Landscape design plans were prepared for the overall region, as well as specific plans for Cororooke, Alvie (including the Red Rock Reserve) and Warrion.

The plan was then provided to the community for feedback and further input, which was then incorporated into the plan. Following this a public meeting was held to outline the plan and receive further feedback. The final draft including the report was then provided for the Progress Association to review and provide final comment on. All comments have been received and where applicable incorporated into the plan.

Overall the process has taken 16 months and has included extensive community and key stakeholder consultation. The plan outlines a vision for a range of opportunities for the Red Rock Region and ensures that each individual township retains its own identity whilst still remaining a part of the region.

Council Plan / Other Strategies / Policy**Physical Infrastructure and Assets**

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

Land Use and Development

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

Economic Development

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

Strategy 6 – *Facilitate the development of Infrastructure for business investment, growth and liveability* – **Key action (No. 3)** *Develop small town/community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program*

Issues / Options

The Red Rock Region Community Infrastructure Plan outlines the future direction of the development of community infrastructure throughout the Red Rock Region and the townships within it. The plan will guide investment in the communities through programs such as Council's Small Town Improvement Program as well as providing the strategic justification for funding from external sources for larger projects.

The development of the plan has included extensive consultation with the community and key stakeholders with input provided on number of occasions. The plan represents a collaborative effort between the RRPA and Colac Otway Shire.

It should be noted that during the development of this plan, dairy processor Fonterra announced the closure of the Cororooke facility in late 2013. There are a number of implications for the township and the area which will need to be monitored and considered in the near future. This plan notes this and suggests further consultation between Fonterra and Colac Otway Shire in terms of the potential uses for the current site.

There are three options being presented.

- Option 1. Endorse the Draft Red Rock Region Community Infrastructure Plan for release on public exhibition for a period of not less than six (6) weeks.
- Option 2. Not endorse the Draft Red Rock Region Community Infrastructure Plan and direct officers to make changes.
- Option 3. Not endorse the Draft Red Rock Region Community Infrastructure Plan and direct officers to make new plans.

Option 1 is the preferred option as the plan has been developed taking into consideration the views of the community as well as the current policy and strategic context.

Proposal

It is proposed that Council endorses the Red Rock Region Community Infrastructure Plan for release on public exhibition for a period of not less than six (6) weeks.

Financial and Other Resource Implications

Projects from the Red Rock Region Community Infrastructure Plan will be proposed for consideration through Council's annual Small Town Improvement Program. This is a competitive program which allocates \$80,000 towards infrastructure projects within the small towns in the Shire for which Progress Associations put forward proposals each year. This program and subsequent projects that arise from it are coordinated by the Economic Development Unit.

Some projects from the plan will also be eligible for external funding from State and Federal sources. These will be investigated as opportunities arise. Again, these projects will be coordinated by the Economic Development Unit.

Risk Management & Compliance Issues

There are no risk management or compliance issues related to the release of the Red Rock Region Community Infrastructure Plan for public exhibition.

Environmental and Climate Change Considerations

The plan includes several potential projects that involve environmental considerations including but not limited to the removal of vegetation and works in sensitive areas. These projects will be fully investigated prior to implementation with all appropriate permits and measures taken to ensure that the impact on the environment is minimised.

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 to inform, consult and involve. The process to develop the plan involved extensive communication with the RRPA and the wider community including the wide ranging community survey that was included in the process.

Following the endorsement of the release of the draft plan, the Economic Development Unit will further liaise with the RRPA to receive feedback. The draft plan will also be promoted via local media, Council's website and facebook page and at the Colac and Apollo Bay Customer Service Centres.

Implementation

Following the period of public exhibition any final comments will be considered and incorporated in the plan and the final plan will be presented to Council for adoption.

Conclusion

The Red Rock Region Community Infrastructure Plan has been developed using extensive consultation to guide the development of public community infrastructure in the short to medium term future. These plans will play an important role in achieving funding for the projects from both a local level for the smaller projects to a State and Federal level for larger scale projects.

Although this plan has been developed with widespread input from the local community, it is important that the plan is exhibited for a period of not less than six (6) weeks to ensure the wider community have the opportunity to view it and provide comment.

Attachments

1. Community Infrastructure Plan - CIP - Red Rock Region - 201303

Recommendation(s)

That Council endorses the Draft Red Rock Region Community Infrastructure Plan for release for public exhibition for a period of not less than six (6) weeks.

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**OM132606-16****2013 - 14 SMALL TOWN IMPROVEMENT PROGRAM  
ALLOCATIONS**

|             |                                       |           |            |
|-------------|---------------------------------------|-----------|------------|
| AUTHOR:     | Michael Cosgriff                      | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning<br>& Development | FILE REF: | F11/2107   |

**Purpose**

The purpose of this report is to seek Council's approval for the proposed Small Town Improvement Program (STIP) allocation of \$80,000 by the STIP Advisory Committee subject to the adoption of the 2013/14 Council Budget.

**Declaration of Interests**

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

**Background**

Since 1999, Council has allocated funds annually towards the STIP. Small Town Progress Associations/Community Groups in the Shire are invited to submit proposals for projects to allow Council to decide on how best to allocate the \$80,000.

Funding is typically allocated for community infrastructure projects that would not be funded as a priority through Council's Capital Works program or for community development projects such as master plans. The Economic Development Unit, in conjunction with other Council departments, implements the selected projects.

For the 2013/14 STIP, proposals were sought from small town community groups which were then circulated to other Council departments to assess eligibility against each department's regulatory and strategic requirements and to ensure that there were no barriers to the project proceeding. All proposals were then collated with a detailed summary prepared for the STIP Advisory Committee to consider. The STIP Advisory Committee met on 5 June 2013 and agreed to present the suggested list of proposed projects for the 2013/14 STIP to Council, as listed in the issues/options section of this report.

The attached projects to be completed under the STIP will commence following Council's endorsement of the recommendations of this report and subject to the adoption of the 2013/14 Council Budget.

**Council Plan / Other Strategies / Policy  
Economic Development.**

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

**Physical Infrastructure and Assets**

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

Strategy 6 under Economic Development is to: *Facilitate the development of Infrastructure for business investment, growth and liveability.* A key action (No.3) is to: *Develop small*

*town/community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program.*

### Issues / Options

Given the commitment of Council expenditure throughout the Shire, the STIP offers the opportunity for community infrastructure and community development projects to be undertaken in small communities which would otherwise have to compete for Council Capital Works funding. Historically these projects may not have been funded as a priority through Council's Capital Works program or other Council budgets.

STIP projects have improved economic development in these small communities and engendered significant community enthusiasm and civic pride.

This year the value of funding requested from the STIP from all proposals combined was \$244,300 which meant that some projects were scaled down to ensure that an equitable spread of funds across the Shire can be achieved.

The recommended allocations are as follows:

|   |                                                                         |                 |
|---|-------------------------------------------------------------------------|-----------------|
| 1 | <i>Apollo Bay Foreshore Gazebo</i>                                      | <i>\$20,000</i> |
| 2 | <i>Beech Forest Main Street Public Art Installation</i>                 | <i>\$7,000</i>  |
| 3 | <i>Birregurra Roadknight Street Pathway Stage 1</i>                     | <i>\$20,000</i> |
| 4 | <i>Carlisle River Public Street Tree and Vegetation Management Plan</i> | <i>\$3,000</i>  |
| 5 | <i>Cressy Discovery Trail Signage Upgrade</i>                           | <i>\$5,000</i>  |
| 6 | <i>Kawarren Community Precinct</i>                                      | <i>\$25,000</i> |
|   | <b>Total</b>                                                            | <b>\$80,000</b> |

It is worth noting that preliminary discussions with Regional Development Victoria have indicated a strong potential for further funding of \$285,000 between the three projects in Apollo Bay, Kawarren and Birregurra, using the STIP provided Council funds as matching funding.

There are three options for Council to consider:

- Option 1*      That Council approves the allocations recommended by the STIP Advisory Committee as detailed in this report.
- Option 2*      That Council asks the STIP Advisory Committee to meet again to re-evaluate the proposals and put forward alternative suggested allocations.
- Option 3*      That Council asks the small town community groups to resubmit alternative proposals which would then be reassessed by the STIP Advisory Committee.

Option 1 is the preferred option as there has already been a thorough process of application, assessment and recommendation. It is unlikely that new or different projects would emerge from a repeated process and adoption of the recommendations would allow projects to commence.

### Proposal

That Council approves the proposed allocation of the funds recommended by the STIP Advisory Committee subject to the adoption of the 2013/14 Council Budget. These funds should be made available on the condition that external funding is able to be secured where it has been indicated for the projects in Apollo Bay, Birregurra and Kawarren.

**Financial and Other Resource Implications**

Council has allowed \$80,000 for STIP projects in the 2013/14 year, subject to the adoption of the 2013/14 Council Budget. This is the same allocation as in previous years.

Initial discussions with RDV indicate that there is a strong possibility of obtaining additional funding up to a total value of \$285,000, leveraging off the funds provided through STIP by Council.

**Risk Management & Compliance Issues**

All projects undertaken as part of the STIP follow Council's Risk Management processes, including preparation of a Risk Assessment Form and a completed and signed Job Safety Analysis from suitable qualified contractors engaged to complete the work on Council's behalf. Planning and Building requirements, as well as Cultural Heritage and Environmental issues, are considered and where required, appropriate permits are sought prior to implementation.

**Environmental and Climate Change Considerations**

All works to be undertaken will be completed following discussions with Council's Environment and Community Safety, Infrastructure and Planning Units to ensure all issues are assessed.

**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 to inform, consult or involve, depending on the type of project. This means that following approval of the STIP allocations, these will be communicated to the Small Town Progress Associations/Community Groups via mail. In addition, press releases will be developed and issued to the relevant print media detailing projects to be undertaken in their respective small towns.

The Economic Development Unit will then liaise with the individual small town community groups to discuss the projects, in particular how any proposed in-kind contribution for the project can be provided and how Council will manage any cash contribution from the community group.

**Implementation**

The Economic Development Unit will coordinate the projects in consultation with Community Groups, other applicable Council departments and State and Federal Government agencies.

**Conclusion**

The STIP has allowed for small infrastructure projects to be completed in Council's smaller townships based on the priorities of respective local communities.

The 2013/14 STIP projects recommended by the STIP Advisory Committee will assist in improving economic and community development in the respective small towns.

**Attachments**

1. Assessment of Applications - Small Town Improvement Program - STIP - 2013 2014

**Recommendation(s)**

***That Council approves the annual \$80,000 funding allocations of the 2013/14 Small Town Improvement Program (STIP) recommended by the STIP Advisory Committee subject to the adoption of the 2013/14 Council Budget as follows:***

|                                                                                |                         |
|--------------------------------------------------------------------------------|-------------------------|
| <b><i>Apollo Bay Foreshore Gazebo</i></b>                                      | <b><i>\$20,000</i></b>  |
| <b><i>Beech Forest Main Street Public Art Installation</i></b>                 | <b><i>\$7,000</i></b>   |
| <b><i>Birregurra Roadknight Street Pathway Stage 1</i></b>                     | <b><i>\$20,000</i></b>  |
| <b><i>Carlisle River Public Street Tree and Vegetation Management Plan</i></b> | <b><i>\$3,000</i></b>   |
| <b><i>Cressy Discover Trail Signage Upgrade</i></b>                            | <b><i>\$5,000</i></b>   |
| <b><i>Kawarren Community Precinct</i></b>                                      | <b><i>\$25,000.</i></b> |

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OM132606-17**REVIEW OF BIRREGURRA STRUCTURE PLAN - FINAL REPORT**

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Don Lewis | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/2194 |

Purpose

The purpose of this report is for Council to consider submissions received to the revised draft Birregurra Structure Plan. Officers are seeking a resolution to adopt the final Birregurra Structure Plan and prepare a planning scheme amendment to implement the recommendations from both the Birregurra Structure Plan and Birregurra Neighbourhood Character Study.

Declaration of Interests

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

Background

Consultants, Hansen Partnership, were appointed in 2012 to review the previous draft Birregurra Structure Plan prepared by consultants CPG Australia P/L, which was placed on hold in late 2010 following concerns raised by the community in relation to certain aspects of the report. These concerns included identification of a potential development area to the north-west of the township, impact on neighbourhood character from increased development, and limited community consultation. In response to these concerns Council established a Community Reference Group (CRG), committed to review the draft Structure Plan and agreed to commence a Neighbourhood Character Study (which was finalised and adopted in June 2012). The CRG has been successful and provided an important link between Council and the community in reviewing draft proposals and suggesting ideas for consultation.

The review of the draft Structure Plan commenced mid 2012 through initial meetings with the CRG. A further meeting in October 2012 was opened to the public where the consultant and Council officers explained what aspects of the document would be rewritten and how methodologies would be applied to better explain and update previous data. The consultant presented the revised draft Structure Plan to the CRG and Steering Committee in January 2013. This resulted in only minor changes being required. The CRG broadly supported the revised document.

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 2009-13 Council Plan includes a key action to finalise and implement the Birregurra Structure Plan.

Issues / Options

Whilst a significant amount of content from the 2010 report has been retained in the current draft report, the following elements required updating and in some cases rewriting:

Supply and demand

The housing supply and demand analysis was revised to include the latest ABS data and Council land sale and building approval data. The land supply assessment concluded that Birregurra has the potential to provide between 401-678 new dwellings from existing vacant lots and lots which are occupied by a dwelling that could be further subdivided. Based on the intended minimum lot sizes from the Neighbourhood Character Study, there are presently 107 vacant lots that are immediately available for development, although many of these lots may never come on to the market.

It is estimated that current dwelling demand is at 4-5 per year which equates to 80-100 new dwellings over 20 years. Should the current growth rates double, there is an existing potential dwelling supply range from 22-35 years.

Investigation Areas

The previous draft Birregurra Structure Plan had identified investigation areas that could potentially accommodate long term growth for the town. Following careful consideration and a comprehensive update of the housing supply and demand analysis, the review has recommended no urban expansion on to greenfield land be contemplated as part of any future review of the Structure Plan, unless a review identifies that infill development is not occurring at a sufficient rate to accommodate the demand for new housing.

The infill potential is significant and it is important that this be realised over the short to medium term before any consideration be given to expand the existing Township Zone.

Zoning

Consideration was given to applying different urban zones now that the sewer has been completed, such as a Residential Zone to replace the existing Township Zone, but this was not recommended as the Township Zone provides a level of flexibility for small scale business uses commonly found in Birregurra. It was however recommended that the Business 1 Zone be introduced to the main commercial strip.

The following rezonings are recommended:

- Rezone the commercial core of the town on Main Street to Business 1. This will more clearly define the town centre and provide additional control over residential uses to ensure longer term options for retail and commercial uses fronting Main Street are retained within the town centre. This includes extending the Business Zone south to Jenner Street between Austin and Strachan Streets.
- Rezoning of the skate park land from Township Zone to Public Use Zone to reflect the actual use of the land.
- Rezoning of non railway land contained in the Public Use Zone to the Farming Zone, to reflect the use and private ownership of the land.
- Rezoning of non-railway land at 452 Birregurra Road contained in the Public Use Zone to the Industrial 1 Zone to reflect the existing use of the land as well as a logical extension of the existing industrial zoning to the north.
- Correcting a zoning anomaly of land in the northern Industrial 1 Zone boundary to match property boundaries.

- Rezone public land at the intersection of Scouller Street and Barwon Street, east of Skene Street, which contains endangered vegetation to a Public Conservation and Resource Zone.
- Correcting a zoning anomaly that exists at 40 Birregurra-Yeodene Road, where land has recently been consolidated, by including the triangular parcel of Farming Zone land in the Low Density Residential Zone.

Overlays

It is proposed to apply the Design and Development Overlay (DDO) to land in the Industrial 1 Zone on the north side of the railway line to ensure that future development of the area considers the rural and industrial heritage of the area and the visual amenity of the northern approach into Birregurra. The DDO is also designed to ensure any new buildings respect the current interface with the railway station and are sympathetic in their scale and use of materials.

Monitoring and review

Continued monitoring of the Structure Plan is to be undertaken by Council to ensure it remains relevant to future planning policies and meets the needs of community expectations. Given it is difficult to accurately predict the rate of infill demand post sewer, it is recommended that a review be undertaken in 3-5 years time.

Public Submissions

As a result of public exhibition period four submissions were received as follows:

- Submission 1 - Barwon Water – no objection
- Submission 2 – objection.
- Submission 3 – Birregurra Golf Club - comment.
- Submission 4 – objection.

Barwon Water provided a comprehensive response to the draft Structure Plan outlining the service capability of the recently installed Birregurra Water Reclamation Plan (BWRP). The response indicates that the BWRP will have the capacity to accommodate residential growth through to 2031 under the current growth rate and scenario 1 as outlined in the residential demand assessment in the Structure Plan. Barwon Water agrees that when the Structure Plan is reviewed in 3-5 years a review of the sewage infrastructure would be undertaken to determine if further augmentation of the sewerage system is necessary.

In addition Barwon Water assessed the further investigation areas that are nominated in the draft Structure Plan and determined that from a water servicing perspective Areas 1 and 2 are preferred. If upon review of the Structure Plan, it was determined that additional land was required for growth then Council would work together with Barwon Water on the next stage of planning for these areas.

Submission 2 is written by a planning consultant on behalf of landowners to the west of Birregurra and relates to the outcomes of the Birregurra Neighbourhood Character Study and the preferred lot sizes that are nominated in the document. The submitter expresses concern that the preferred lot sizes are too small and will compromise the existing character of Birregurra. The submitter indicates that consideration should be given to identifying land beyond the township boundary to accommodate future growth rather than promoting infill development. The promotion of infill development to encourage a consolidated township, without extending the town boundaries, is a key principle that underpins both the Neighbourhood Character Study and the draft Structure Plan. This principle is widely supported by the CRG and broader Birregurra community.

Submission 3 was prepared on behalf of Birregurra Golf Club and provides general comment on infrastructure recommendations in the Structure Plan. In addition the submission suggests the extension of the town boundary to increase the population and to help attract new members. This proposal is not supported by the Structure Plan.

Submission 4 was prepared on behalf of landholders to the south of Dunlops Rd, Birregurra. The submission is supportive of encouraging infill development prior to extending town boundaries. The submission also states that the subject land, south of Dunlop Rd, would be ideal for future residential growth. The three options selected for future investigation were strategically selected due to their location and visibility to the existing township and it is not proposed to alter these sites.

There are no changes recommended as a result of the written submissions process. It is considered that the small number of submissions received during the public exhibition period is a reflection of the considerable effort invested in community consultation and the active involvement of the community through the CRG, throughout the development of the Structure Plan. At a recent meeting with the CRG group there was widespread support of the final version of the Structure Plan.

A community drop-in session was held in Birregurra on Saturday 13 April 2013. This drop-in session was an opportunity for residents to engage with the project consultants and provide additional feedback. The feedback received on the day was generally very positive.

There were some small issues raised during the drop-in session that have resulted in some minor changes to the Structure Plan. These include:

- Identification of a small error in the Heritage Overlay applying to a property on the north side of Main Street, towards its eastern end. Figure 6 needs to be corrected.
- The southernmost corner of the Low Density Residential Zone (LDRZ) has been purchased and consolidated onto one allotment. The LDRZ now dissects the title boundary. A small rezoning is included in the Structure Plan to rectify this.
- In Section 13.1 Road Network an additional statement is to be added to address currently unmade roads that may be under grazing licence. The statement will confirm that these licences are to be removed when the road is required for public traffic.

Proposal

It is proposed that Council considers submissions received to the revised draft Birregurra Structure Plan and resolves to adopt the final Birregurra Structure Plan and prepare a planning scheme amendment to implement the recommendations from both the Birregurra Structure Plan and Birregurra Neighbourhood Character Study.

Financial and Other Resource Implications

The Birregurra Structure Plan Review is being prepared in accordance with the allocated budget for the project.

Risk Management & Compliance Issues

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

Environmental and Climate Change Considerations

Environmental considerations are not specifically relevant to the outcomes of the Birregurra Structure Plan although some aspects of the study do relate to the contribution trees and public open space make to the overall land use of Birregurra.

Community Engagement

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

The method selected was to inform, consult and involve which has been demonstrated through the use of the Community Reference Group (CRG). The CRG was established at the beginning of the Neighbour Character Study that preceded the current review of the draft Structure Plan and continues to play an important role in providing feedback on behalf of the community.

As indicated in more detail earlier in the report, public consultation was undertaken for six weeks during March/April 2013 and included a mail out and a community drop in session on a Saturday morning in April in front of the Birregurra General Store.

Implementation

If Council resolves to endorse the recommendations of the report, officers will commence the development of the planning scheme amendment documents.

Conclusion

Council has extensively consulted with the community during the preparation of the revised draft Birregurra Structure Plan and there have been several meetings held with the Community Reference Group prior to the document being completed for this report.

The central recommendation of the revised draft plan identifies infill land supply as being sufficient to cater for future population growth. As such, no expansion of Township zoned land is required over the short to medium term, but it is recommended that a review of land supply and demand should occur within the next five years.

It is considered that the small number of submissions received during the public exhibition period is a strong indicator that the broader Birregurra community are satisfied with the recommendations in the final Structure Plan.

Attachments

1. Final Birregurra Background Report 05062013
2. Final Birregurra Structure Plan 05062013

Recommendation(s)

That Council resolves to:

1. ***Adopt the Birregurra Structure Plan review.***
2. ***Prepare and exhibit a planning scheme amendment to implement the recommendations from both the Birregurra Structure Plan and Birregurra Neighbourhood Character Study.***
3. ***Seek authorisation from the State Planning Minister to exhibit the amendment.***

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**OM132606-18****PLANNING SCHEME AMENDMENT C72 - CONSIDERATION OF SUBMISSIONS**

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

**Purpose**

The purpose of this report is for Council to consider submissions received to Planning Scheme Amendment C72 which implements the outcomes of the Colac CBD and Entrances Project and Colac and Apollo Bay Car Parking Strategy. Officers are recommending the amendment be split into two parts, with a request to the Minister for Planning to appoint an independent planning panel to hear submissions concerning the Design and Development Overlays and related MSS changes (Part 1), and adoption of Part 2 relating to the Parking Overlays for Colac and Apollo Bay, relevant MSS changes and the rezoning of the site at 2-16 Railway Street, Colac.

**Declaration of Interests**

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

**Background**

Council resolved to seek Ministerial Authorisation to prepare and exhibit Amendment C72 on 23 May 2012. Ministerial authorisation (AO2477) was granted in February 2013, and the amendment was exhibited for six weeks between 4 March 2013 and 15 April 2013.

The amendment implements a number of recommendations arising from the Colac CBD and Entrances Project 2012 and the Colac and Apollo Bay Car Parking Strategy 2011. Specifically, it proposes to:

Colac

- Amend Clause 21.02-2 (Land use vision) of the Colac Otway Planning Scheme (Municipal Strategic Statement) to introduce the Colac CBD vision from the *Colac CBD and Entrances Report*, Planisphere (2012).
- Amend Clause 21.03-2 (Colac) to introduce the recommendations of the *Colac CBD and Entrances Project*, Planisphere (2012) and a new Colac CBD Framework Plan; and the *Colac and Apollo Bay Car Park Strategy* AECOM (2011). This clause provides guidance to decision making by planning officers and Council.
- Amend Clause 21.06 (General implementation) to update the application of overlay controls.
- Replace the Design and Development Overlay – Schedule 1 (Industrial Area on the Eastern edge of Colac) with an amended Schedule 1 (Colac Eastern Entrance and Industrial Area). The changes are minor and add references arising from the Colac CBD and Entrances Project.
- Replace the Design and Development Overlay – Schedule 3 (Colac Highway Business) with a new Schedule 3 (Colac Western Entrance). The changes are minor and add references arising from the Colac CBD and Entrances Project.

- Apply the Design and Development Overlay – Schedule 8 (Colac CBD) to the Colac CBD generally defined by the current Business 1 and 2 zones. The overlay will specify design outcomes developed through the Colac CBD and Entrances Project, dealing with matters such as building siting and height, preferred location of car parking areas, advertising signs and the like.
- Apply a new Design and Development Overlay – Schedule 9 to 413-437 and 441-479 Murray Street Colac to introduce the recommendations of Colac CBD and Entrances Report (2012) for new landscaping at the site. The purpose of this overlay is to ensure that future development is appropriately set back from the Murray Street approach into Colac from the west (a permit would be required for any development closer than 20m to the street), and will not dominate the landscape around it.
- Introduce the Parking Overlay control and Schedule 1 (Colac Commercial Centre). The overlay varies the State standard rates for some uses such as a shop and restaurant.
- Rezone the former Home Hardware site at 2-16 Railway Street Colac from Business 2 Zone to Public Use Zone 6 – Local Government. This land was recently purchased by Council and forms part of the wider civic precinct in Colac which includes the Shire offices, Colac Otway Performing Arts and Cultural Centre (COPACC) and the Colac library annexe. This change will make the zoning consistent with the balance of the precinct and provide Council greater flexibility over its future use.

#### Apollo Bay

- Introduce Schedule 2 (Apollo Bay Commercial Centre) to the Parking Overlay. The overlay varies the State standard rates for some uses such as a shop, and will introduce a requirement that where car parking spaces cannot be provided to meet the standards specified in the Planning Scheme, a cash-in-lieu payment of \$13,000 will be paid for each car space. Funds collected will be used to fund car parking provision elsewhere in the Apollo Bay commercial centre.

#### Reference Documents

- Amend Clause 21.07 (Reference documents) to introduce the Colac CBD and Entrances Project (2012), Colac and Apollo Bay Car Parking Strategy (2011), Colac Commercial Centre Parking Precinct Plan (2011) and the Apollo Bay Commercial Centre Parking Precinct Plan (2011) as Reference Documents in the planning scheme.

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

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

Council will engage, plan and make decisions about land use and development that take 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”; and*

*“Finalise and implement a car parking study for Colac and Apollo Bay”.*

The proposed amendment also implements items for review identified in the Colac Otway Planning Scheme Review Report (October 2010).

**Issues / Options**Submissions

As a result of public exhibition three submissions were received as follows:

- Submission 1 - Barwon Water – no objection
- Submission 2 - Objection
- Submission 3 – Objection.

Submission 2 relates to land at 439-479 Murray Street, Colac where it is proposed to apply a Design and Development Overlay Schedule 9 (DDO9) to the front portion of the property. The proposed DDO9 will trigger a planning permit for buildings and works located less than 20 metres from Murray Street. Set-back requirements of this type are commonly applied along town entrances to enhance the sense of arrival into the town and improve landscaping in the area both on private land and road reserves. The enhancement of the western entrance into Colac with landscaping was a significant recommendation of the Colac CBD and Entrances Project given the current poor amenity presented by industrial and commercial development and lack of street plantings. The DDO9 will not prohibit development within the 20m front setback to Murray Street, but will ensure that any development or subdivision proposal incorporates appropriate landscaping and attractive built form that enhances the appearance of the sites.

Submitter 2 also raised concerns about the effect the DDO9 would have on property values. Council would be aware that this issue is not required to be considered under planning law and is therefore not a relevant consideration for this report. In any case, the proposed control should have negligible impact on the capacity of the land owner to subdivide or develop the land.

As a member of the Community Reference Group (CRG) for the Colac CBD and Entrances Project, the submitter was concerned that he was not notified of the proposed DD09 over this land through the process of finalising the Project. The option of applying a DDO as a planning tool to implement urban design outcomes of the project was discussed in the context of the town entrances and the broader CBD at the time, however as with normal planning processes, the specific location of the overlay and detailed wording of the provision was only finalised along with other amendment documents during the amendment preparation stage, well after the role of the CRG had concluded. Whilst it is acknowledged the submitter would have preferred to have been involved in determining the scope of the amendment prior to exhibition, the amendment process provides the appropriate forum for any concerns about the proposed controls to be flagged and considered by Council.

Submission 3 relates to the objectives of the Colac CBD and Entrances Project and how these can be achieved. The submitter indicated concern about how some of the Project's strategies would be interpreted in planning decision making, including objectives relating to improved connectivity between Murray Street and Bromfield Street (ie retaining laneway access and encouraging further linkages in future), and the re-use of heritage buildings. The submitter is concerned that Council officers will apply a restrictive interpretation of this objective and suggested more clarification on this was needed. The submitter made an additional submission following the 22 May 2013 Council meeting which re-confirms the original submission discussed above and provides suggestions of how relevant clauses of the proposed MSS changes should be modified.

The Colac CBD and Entrances Project document is comprehensive and provides detailed analysis of how the various objectives can be achieved.

Whilst the document is an important reference document within the Planning Scheme, the key built form outcomes have been translated into specific provisions contained in the Design and Development Schedule 8 and in the MSS in order to provide detailed guidance. This will assist planning officers in applying consistency to decisions on particular applications. The Planning Scheme states objectives to be met which may conflict in some circumstances and it is the key role of the planning officer to balance these objectives to determine the outcome which has the most community benefit.

There are no changes recommended as a result of the submissions process. The process available to Council is to either:

1. Refer submissions to an independent panel for consideration prior to a decision of Council to adopt the amendment.
2. Abandon the amendment.

Given the lack of any submissions relating to the proposed Parking Overlays and proposed reference documents related to car parking (which implement the Colac and Apollo Bay Car Parking Study), nor the proposed rezoning of the former hardware shop in Railway Street Colac, a further option for Council would be to split the amendment into two parts as follows:

1. Part 1 - Aspects of the amendment relating to the Colac CBD and Entrances Strategy including changes to the Design and Development Overlay and MSS.
2. Part 2 - Introduction of the Parking Overlay and inclusion of the Colac and Apollo Bay Car Commercial Parking Precinct Plans as reference documents, relevant MSS changes, as well as rezoning of the former hardware site in Railway Street, Colac.

This is the option recommended, as it enables the opposing submissions to be considered by a Panel, and for a more speedy introduction of those elements which are uncontentious such as the changes to car parking provisions and rezoning of the former hardware store in Railway Street Colac, adjoining the civic precinct.

### Parking Overlays

Since exhibition of the amendment, planning officers have reviewed the practical application of the new rates to be applied in Apollo Bay, together with the proposed cash-in-lieu rate of \$13,000 per car space, to recent planning proposals in Apollo Bay, and have raised concerns about the potential impact the payment in lieu scheme could have on the economic development of the town centre. In particular, concern has been expressed that broad scale application of the payment in-lieu scheme could have a detrimental impact on small scale change of use for existing shops in Apollo Bay.

For example, a budding café operator proposing to open a new business within an existing shop would be required to provide an additional two car spaces to meet the parking requirements given the rate for a restaurant/café is proposed to be 3.5m<sup>2</sup> and the rate for a shop is proposed to be 2, based on 100m<sup>2</sup> of floor area. The required payment in lieu of these two car spaces (assuming no additional on-site car parking could be provided) would be \$26,000. This would represent a significant portion of the start-up budget for the business and result in a disincentive for the establishment of new retail businesses in Apollo Bay that support tourism and provide further retail options for local residents. Larger scale businesses would be assumed to have greater potential to absorb the financial impact of the levy.

In response to this, officers are proposing to amend the Parking Overlay schedule for Apollo Bay to include the following:

1. Reduce the number of spaces required for a restaurant from 3.5 to 2 per 100m<sup>2</sup> - reducing the need for additional parking to be provided when a use changes from a shop to a restaurant/café, and thus removing disincentives for new food establishments to emerge.
2. Remove the requirement for the payment of cash-in-lieu for the first two car spaces which are proposed to be waived - minimising the impact for small scale operators and capturing the larger scale operations which are proposing more significant reductions in parking to be provided (and which have a larger impact on parking availability in the centre).

It is not considered these changes to the operation of the schedule will significantly reduce the overall direction being sought, or the long term capital funds generated from the payment in lieu scheme, as the intention is mainly to capture new developments and larger scale changes of use over time as demand for retailing in Apollo Bay grows.

Whilst the proposed reduction in the rate from 3.5 to 2 spaces per 100sqm for a restaurant/café was not recommended initially in the Colac and Apollo Bay Car Parking Study given parking demand for that use was higher than for a shop based on local surveys, it is considered that there would be a net community benefit in lowering the requirement to the same rate as a shop (2 spaces per 100sqm) so that there is less disincentive for restaurants and cafes to establish in Apollo Bay, without a significant impact on the overall parking supply in the town.

It is considered the proposed changes will allow the achievement of an appropriate balance between ensuring that persons not providing on-site parking are making a contribution to the future supply of parking elsewhere in the town centre over time, whilst at the same time not providing financial obstacles to uses or developments which have potential to significantly add to the vitality of the centre and local employment. They will also establish clearer guidelines for planning officers when applying the overlay to proposed developments.

#### Other Issues

It is noted that the exhibited Amendment had included a Schedule to Clause 81.01 which proposed to include the car parking Precinct Plans as incorporated documents. This was not intended, and conflicts with other parts of the amendment documentation which reflect the preference that the documents become 'Reference Documents'. The recommendation is that the amendment be modified to delete the Clause 81.01 Schedule.

#### **Proposal**

It is proposed to split Amendment C72 into two parts as follows:

1. Part 1- Introduction of Design and Development Overlay Schedules 8 and 9, modifications to Design and Development Overlay Schedules 1 and 3; relevant modifications to Clauses 21.2, 21.3 and 21.6 and 21.7 of the Planning Scheme (MSS) and inclusion of the Colac CBD and Entrances Project as a Reference Document.
2. Part 2 – Introduction of the Parking Overlay as well as Schedules 1 and 2 to that overlay, relevant modifications to Clauses 21.2, 21.3, 21.6 and 21.07 of the Planning Scheme (MSS) and inclusion of the Colac and Apollo Bay Car Commercial Parking Precinct Plans and rezoning of the former hardware site in Railway Street, Colac.

It is proposed that Council adopts Part 2 of the amendment which did not receive submissions, and that the Parking Overlay Schedule 2 be amended as described in the report above.

It is further proposed that Council requests the Minister to appoint an independent planning panel to hear submissions in regard to Amendment C72 Part 1. The splitting of the amendment will allow the car parking component to be approved with less delay, enabling officers to begin requiring cash-in-lieu contributions for parking spaces not provided in Apollo Bay for commercial development, following the Minister's gazettal of the amendment.

**Financial and Other Resource Implications**

The assessment of Amendment C72 will be undertaken in accordance with the operational budget for Strategic Planning. The Parking Overlay for Apollo Bay, once it is approved and gazetted by the Planning Minister, will enable Council to require car parking contributions where parking requirements in the commercial centre cannot be met, assisting it to fund the construction of car parking spaces within the centre.

**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.

**Environmental and Climate Change Considerations**

The recommendations contained in this amendment have considered all relevant environmental impacts including, flooding and bushfire.

**Community Engagement**

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

The method selected for Amendment C72 has been consult. The amendment has been placed on exhibition and submissions sought from the community. The two submitters opposing the amendment will be given a further opportunity to have their issues heard and considered by an independent planning panel.

Both the Colac CBD and Entrances Project and Colac and Apollo Bay Car Parking Strategy were subject to intensive community engagement processes, including a Community Reference Group in the case of the Colac CBD and Entrances Project. Both projects have therefore been developed with significant community input, and the low number of submissions to Amendment C72 reflects well on the high degree of overall community support for their outcomes.

**Implementation**

An independent panel will be requested to hear the two unresolved submissions relating to Part 1 of the amendment. Following the panel hearing, Council will then consider the recommendations of the panel's report. If adopted, Part 2 of the amendment will then be forwarded to the Planning Minister for approval.

**Conclusion**

Submitter 2 objects to the application of the Design and Development Overlay 9 over their land at 439-479 Murray Street, Colac and submitter 3 objects to aspects of the Colac CBD and Entrances Project report in relation to interpretation of the objectives and strategies. These are minor matters which do not result in any immediate need for a change to the amendment, therefore it is recommended a panel should be appointed to consider these submissions.

Given the lack of submissions relating to the Parking Overlays and hardware site rezoning, it is recommended that these elements of Amendment C72 be separated from the balance of the amendment and considered separately by Council to enable the earlier implementation of these provisions. It is further recommended that Council positively considers the proposed changes to the Parking Overlay for Apollo Bay to ensure that implementation of the cash-in-lieu scheme does not have an unreasonable impact on small scale restaurant/café uses in existing buildings, or on small scale businesses overall. The proposed changes will achieve an appropriate balance that maintains the integrity of the payment in lieu scheme.

#### **Attachments**

1. C72 Amendment Maps
2. C72 Ordinance Changes
3. C72 Parking Overlays 1 & 2

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

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

1. ***Notes the submission of Barwon Water which does not object to the amendment.***
2. ***Does not support Submissions 2 and 3.***
3. ***Splits Amendment C72 into two parts as follows:***
  - a. ***Part 1- Introduction of Design and Development Overlay Schedules 8 and 9, modifications to Design and Development Overlay Schedules 1 and 3; relevant modifications to Clauses 21.2, 21.3, 21.6 and 21.7 and inclusion of the Colac CBD and Entrances Project as a Reference Document.***
  - b. ***Part 2 – Introduction of the Parking Overlay as well as Schedules 1 and 2 to that overlay, relevant modifications to Clauses 21.2, 21.3, 21.6 and 21.7 and inclusion of the Colac and Apollo Bay Car Commercial Parking Precinct Plans and rezoning of the former hardware site in Railway Street, Colac.***
4. ***Requests the Minister for Planning to appoint an independent planning panel to hear submissions in regard to Amendment C72 Part 1.***
5. ***Adopts Part 2 of the Amendment with changes to the following:***
  - a. ***Amended Parking Overlay including the insertion of a Restaurant/café in the Schedule with a rate of 2 spaces per 100 sqm.***
  - b. ***Deletes the Schedule to Clause 81.01.***
6. ***Requests the Planning Minister to approve the adopted Amendment relating to Part 2.***

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OM132606-19**AMENDMENT C70 (BIODIVERSITY MAPPING) STATUS UPDATE**

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

Purpose

This report is intended to provide an update to Council on the status of Amendment C70 to the Colac Otway Planning Scheme. Amendment C70 proposes the updating of the Environmental Significance and Vegetation Protection Overlays relating to the Warrion Groundwater area and biodiversity values and assets across the Shire that have largely been mapped by the former 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

In 2009 the former Department of Sustainability and Environment provided an updated set of biodiversity maps to Council for inclusion in the planning scheme. Amendment C70 aims to update Council's existing Vegetation Protection and Environmental Significance Overlays, which have existed over significant areas of the Shire for many years, in accordance with this mapping. The amendment does not significantly change their application and many people affected by the amendment are already affected by one of these overlays.

Given the Council's responsibility as a Planning Authority under the *Planning & Environment Act* to maintain a relevant and up to date Planning Scheme, it was 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 was intended to ensure Council maintains its comprehensive approach towards planning for the protection and enhancement of environmental qualities in the municipality. The availability of funding through the State Government Rural Planning Flying Squad enabled the appointment of a consultant to develop the amendment material and progress the implementation of the updated mapping.

Amendment C70

Council was briefed on Amendment C70 at a workshop on 16 January 2013 and resolved at the ordinary meeting on the 23 January 2013 to proceed with the preparation and exhibition of the amendment. Amendment C70 was exhibited for six weeks from 20 March 2013 through to 1 May 2013. Specific notification was sent to all landholders who are affected by the new mapping or changes to the overlay schedules. This mailout involved direct notification to 2,094 owners and occupiers. A 'frequently asked questions' sheet was included in this mail out to provide a summary of the amendment and how it may affect individual landholders. In addition to the mail out, formal notifications were printed in the Colac Herald, Birregurra Mail and Apollo Bay News Sheet to maximise public awareness of the amendment. Council's website also provided links to all amendment material and mapping.

In total sixty-six submissions were received. The main issue highlighted in these submissions was perceived inaccuracies in the mapping of biodiversity sites on individual

properties. It is important to note that despite the advances in technology, the mapping was only undertaken at a broad scale, and there will inevitably be localised situations where the boundaries do not precisely match up with vegetation on some properties.

Officers will make every attempt to ensure that any inaccuracies in the mapping are properly considered and rectified before the amendment proceeds further. The need for such changes cannot be anticipated until the changes are exhibited in the way that has occurred.

There was a significant amount of misinformation circulating throughout the exhibition period that may have lead to additional submissions. This misinformation centred on arguments that the amendment would prevent farmers from continuing their current agricultural practices. Importantly, existing grazing and cropping are not affected by this amendment. Any new controls introduced by the amendment would only be relevant if there was a change in current practices – for example, if a farmer decided to crop an area that had not been previously cropped and native vegetation needed to be removed. The application of the overlays essentially puts in place a trigger for a permit requirement for the removal of native vegetation (VPO and ESOs) and buildings and works (ESO only), over and above state-wide planning permit requirements which exist under Clause 52.17 of the Planning Scheme.

Biodiversity Mapping

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, Poomeet Station Road and Barongarook Road.

Sites currently covered by the ESO and VPO schedules were mapped and included in the Planning Scheme in 2002. The 2009 mapping of biodiversity values and assets in the Shire would result in the change in extent of mapped area as shown in Table 1 on the following page.

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. In some cases, the new overlay mapping will result in less control over some properties, such as in Barongarook, where the current overlay is being reduced in scale, and will be more targeted.

Some land in the southern part of the Otways has now been included in one of the overlays where information on environmental values had not previously been available. In some cases the type of overlay proposed for a property is changing - for example there are some areas where the existing Vegetation Protection Overlay (VPO) is being replaced with an Environmental Significance Overlay Schedule 4 (ESO4). The ESO4 focuses on habitat protection and includes permit requirements for both vegetation protection and buildings and works, rather than just relating to vegetation removal. The number of roadsides under the VPO2 increases as a result of detailed roadside vegetation surveys undertaken in 2009/2010.

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. 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.

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.

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

On 22 May 2013 the State Minister for Environment and Climate Change released reforms to Victoria’s native vegetation regulations. Application requirements and decision guidelines for applications to remove native vegetation under state-wide permit triggers will change when the amendments to the planning schemes are made. Council understands that the State Government has produced new maps showing the extent, condition, biodiversity value and location risk of native vegetation across the State. Council and the Department of Environment and Primary Industries (DEPI) will be required to assess planning applications against these maps to determine the risk to biodiversity and whether the application should be supported. Changes to the regulations will commence in September 2013 following amendments to the Victorian Planning Provisions (VPPs) and all planning schemes in Victoria.

As a part of the State Government’s announcement, DEPI has indicated that updated guidance on the application of environmental overlays will be provided later this year. Initial

contact with DEPI has indicated that this updated guidance will have a significant impact on Amendment C70.

Officers are currently seeking more information on these expected changes and how they will influence the outcomes of Amendment C70 and will liaise with Government representatives over the coming weeks and months to better understand this.

Council's strategic planners recently attended a workshop run by DEPI in relation to the new provisions, but the obligations or the process required to be undertaken by Council with regard to application of overlays remains unclear, and is not scheduled to be formulated until December 2013.

Ministerial Guideline No.15 dictates the planning scheme amendment process that Council is obligated to comply with. This guideline specifies that the planning authority (Council) must request the appointment of a Panel under Part 8 of the Act within 40 business days of the closing date for submissions unless a Panel is not required. Due to the large number of submissions received from the recent exhibition of the amendment, on 9 May 2013 Council officers wrote to the Minister for Planning requesting approval to extend the timeline for Council consideration of submissions to allow a thorough assessment of submissions. A reply was received from the Ministers delegate (dated 5 June 2013) approving this extension of time until 9 September 2013.

It is unclear at this point what implications the changes will have for the current amendment. Officers are therefore of the view that the amendment should not be progressed any further until the full impacts of these vegetation reforms are known. If Council were to proceed with the assessment of submissions and appointment of a panel at this time it may conflict with the release of further guidance from the State Government. It is likely that under this circumstance a Panel would recommend deferral of the amendment so that the State Government guidance could be integrated into the amendment. Similarly officers feel it would be premature to abandon the amendment given the lack of knowledge and understanding of the potential impacts of the vegetation reforms. Abandonment of the amendment would mean the significant resource investment that Council has made thus far becomes redundant, without any knowledge of the extent to which changes might be required to the amendment if any.

A further extension of time from the Planning Minister for consideration of submissions will likely be required beyond 9 September 2013 given the timing of release of information relating to overlays later in the year.

Proposal

It is proposed that Council defer any decision regarding Amendment C70 until the implications of the State Government native vegetation reforms have been determined.

Financial and Other Resource Implications

The biodiversity mapping update in 2009 was undertaken by the former DSE at no cost to Council. 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. Council would be required to meet the cost of any future planning panel associated with the amendment, were it to progress.

Risk Management & Compliance Issues

Whilst Council has clear obligations to update its planning scheme, to proceed with Amendment C70 at this time presents significant risk to Council given the timing of the release of the State Government vegetation reforms.

Implementation timeframes released by DEPI indicate that more guidance on the application of environmental overlays will be provided to Local Government later this year. The release of this information could potentially coincide with a Planning Panel hearing for Amendment C70. Therefore it is necessary to defer the amendment until the full extent of the State Government changes and their implications are known.

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 was to consult and Amendment C70 was formally exhibited for 6 weeks between 20 March and 1 May 2013. Notification was sent to all landholders affected by the new mapping associated with Amendment C70 (2,094 property owners). 66 submissions were received at the time of writing this report. The submitters were notified by mail on 29 May 2013 of Council's intention to defer the Amendment.

Implementation

Council officers will continue to liaise with DEPI staff to determine the implication of the State Government changes and assess the impact on Amendment C70. A further report will be prepared for Council at such time, allowing Council to formally consider submissions and determine its position on the amendment.

Conclusion

Given the recent release of State Government changes to vegetation removal controls and further advice being developed by the Government relating to the application of environmental overlays, it is recommended that Amendment C70 not proceed any further until the implications of the changes are understood.

Attachments

Nil

Recommendation

That Council:

1. ***Notes the deferment of Amendment C70 until the implications of the State Government changes relating to native vegetation provisions have been determined.***
2. ***Notes that Council officers will bring a further report to Council on this matter when the implications of the State Government native vegetation changes are known.***

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**GENERAL BUSINESS**

| ITEM                      |                                                    |
|---------------------------|----------------------------------------------------|
| <b><u>OM132606-20</u></b> | <b><u>ASSEMBLY OF COUNCILLORS</u></b>              |
| <b><u>OM132606-21</u></b> | <b><u>MINUTES OF THE OLD BEECHY RAIL TRAIL</u></b> |
| <b><u>OM132606-22</u></b> | <b><u>MINUTES FROM YOUTH COUNCIL MEETINGS</u></b>  |



**OM132606-20****ASSEMBLY OF COUNCILLORS**

|             |               |           |           |
|-------------|---------------|-----------|-----------|
| AUTHOR:     | Rhonda Deigan | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive     | FILE REF: | CLF11/6   |

**Introduction**

The *Local Government Act 1989* (the Act) requires that records of meetings, which constitute an Assembly of Councillors, be tabled at the next practicable meeting of Council and is incorporated in the minutes of the Council meeting.

**Definition**

An “assembly of Councillors” is a defined term under section 3(1) 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.

As part of decision making processes at Colac Otway, it is essential that Councillors are briefed on a range of issues which come before Council for consideration. As a means of providing this information, Assembly of Councillors briefings are conducted.

Assemblies are also attended by Council Officers, and sometimes other specific advisors, to provide Councillors with a detailed knowledge and understanding of issues under consideration to a level of detail that would inhibit timely decision-making, that would not be possible in an open council meeting, where decision-making related debate is governed by strict meeting procedures.

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 names of all Councillors and members of Council staff attending;
- the matters considered;
- conflict of interest disclosures made by a Councillor (if any are made); and
- whether a Councillor who has disclosed a conflict of interest leaves the assembly.

It is a requirement that the record of an assembly is to be reported to the next practicable ordinary meeting of Council and be incorporated in the minutes of that Council meeting.

**Assemblies of Councillors**

The following Assemblies of Councillors have been held:

- |                                                             |               |
|-------------------------------------------------------------|---------------|
| • Colac Livestock Selling Centre Advisory Committee Meeting | 2 May 2013    |
| • Friends of the Botanic Gardens                            | 9 May 2013    |
| • Councillor Briefing Session                               | 22 May 2013   |
| • Central Reserve Advisory Committee                        | 5 June 2013   |
| • Small Town Improvement Program Advisory Committee         | 5 June 2013   |
| • Festival & Events Support Scheme Advisory Committee       | 5 June 2013   |
| • Community Funding Program Advisory Committee              | 7 June 2013   |
| • Councillor Workshops                                      | 12 June 2013. |

**Attachments**

1. Colac Livestock Selling Centre Advisory Committee Meeting - 2 May 2013
2. Friends of the Botanic Gardens - 9 May 2013
3. Councillor Briefing Session - 22 May 2013
4. Central Reserve Advisory Committee - 5 June 2013
5. Central Reserve Advisory Committee Agenda - 5 June 2013
6. Small Town Improvement Program Advisory Committee - 5 June 2013
7. Festival & Events Advisory Committee - 5 June 2013
8. Community Funding Program Advisory Committee - 7 June 2013
9. Councillor Workshops - 12 June 2013

**Recommendation(s)**

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

- |                                                                           |                             |
|---------------------------------------------------------------------------|-----------------------------|
| • <b><i>Colac Livestock Selling Centre Advisory Committee Meeting</i></b> | <b><i>2 May 2013</i></b>    |
| • <b><i>Friends of the Botanic Gardens</i></b>                            | <b><i>9 May 2013</i></b>    |
| • <b><i>Councillor Briefing Session</i></b>                               | <b><i>22 May 2013</i></b>   |
| • <b><i>Central Reserve Advisory Committee</i></b>                        | <b><i>5 June 2013</i></b>   |
| • <b><i>Small Town Improvement Program Advisory Committee</i></b>         | <b><i>5 June 2013</i></b>   |
| • <b><i>Festival &amp; Events Support Scheme Advisory Committee</i></b>   | <b><i>5 June 2013</i></b>   |
| • <b><i>Community Funding Program Advisory Committee</i></b>              | <b><i>7 June 2013</i></b>   |
| • <b><i>Councillor Workshops</i></b>                                      | <b><i>12 June 2013.</i></b> |

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OM132606-21**MINUTES OF THE OLD BEECHY RAIL TRAIL**

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

It has been previously agreed to by Council that the minutes of the Old Beechy Rail Trail Committee should be included in the Council agenda once any confidential items have been identified and the minutes have been confirmed by the Committee.

Attached are the Minutes and Executive Officer Report from the meeting held April 8 2013.

Meetings are held every two months, commencing in February of each year.

Attachments

1. Meeting Minutes Old Beechy Rail Trail 8 April 2013
2. Executive Officer Report 8 April 2013

Recommendation(s)

That Council notes the Minutes and Executive Officer Report of the Old Beechy Rail Trail Committee for 8 April 2013.

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**OM132606-22****MINUTES FROM YOUTH COUNCIL MEETINGS**

|             |               |           |           |
|-------------|---------------|-----------|-----------|
| AUTHOR:     | Rhonda Deigan | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive     | FILE REF: | 11/96640  |

It has been previously agreed to by Council that the minutes of Youth Council meetings should be included in the Council agenda once any confidential items have been identified and the minutes have been confirmed by the Committee.

Attached are the minutes of Youth Council meetings held on:

- 29 April 2013
- 13 May 2013.

**Attachments**

1. Youth Council Minutes - 29 April 2013
2. Youth Council Minutes - 13 May 2013

**Recommendation(s)**

***That Council notes the minutes arising from Youth Council meetings held on:***

- ***29 April 2013***
- ***13 May 2013.***

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NOTICES OF MOTION

| ITEM | D | W |
|--|---|---|
| <u>NOTICES OF MOTION</u> | | |
| <u>OM132606-23 COMMUNITY HUB INC.</u> | | |
| <u>OM132606-24 PLANNING ADVISORY COMMITTEE</u> | | |

OM132606-23**COMMUNITY HUB INC. (CR STEPHEN HART)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 26 June 2013:

That Council:

1. Notes the request from the Colac Community Hub members to the Mayor for a substitute representative from Council for the Executive Committee.
2. Resolves to appoint Councillor McCrickard as the substitute representative to the Colac Community Hub Executive with a view to him having the same rights and responsibilities as the appointed member, Councillor Smith, would normally have, to replace Councillor Smith when he is absent from the meetings.

Recommendation

That Council consider the contents of this Notice of Motion.

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**OM132606-24****PLANNING ADVISORY COMMITTEE (CR MICHAEL DELAHUNTY)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 26 June 2013:

That:

1. Council establishes an Advisory Committee to investigate circumstances pertaining to the average days to process planning applications.
2. The Advisory Committee comprises not less than three Councillors.
3. The Advisory Committee reports to the Planning Committee.

**Recommendation**

***That Council consider the contents of this Notice of Motion.***

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REPORTS FROM DELEGATES TO OTHER BODIES

| ITEM | |
|---|--|
| <u>OM132606-25</u> | <u>2013 MUNICIPAL ASSOCIATION OF VICTORIA STATE COUNCIL MEETING</u> |
| Department: Reports from Delegates to Other Bodies | |
| <u>Recommendation 1</u> | |
| That Council notes the report regarding the Municipal Association of Victoria State Council meeting on 16 May 2013. | |

OM132606-25

**2013 MUNICIPAL ASSOCIATION OF VICTORIA STATE
COUNCIL MEETING****REPORT FROM DELEGATE-****Municipal Association of Victoria (MAV) State Council meeting on 16 May 2013**

On 16 May 2013 I, Cr Stephen Hart, attended the MAV meeting held in Melbourne as Colac Otway Shire's delegate.

Colac Otway Shire received a number of awards for its 2011/12 Annual Report. Council also won the award for the best overall annual report for a low resource Council. This is a credit to those officers who were involved in its preparation.

The following resolutions from Colac Otway Shire were debated at the May State Council meeting:

That MAV State Council:

1. Notes that most recipients of periodical income payments are required to either quote their tax file number or exemption to the organisation making the payment and/or have tax instalments deducted and forwarded to the Tax Department.
2. Notes that although Councillor Allowances are taxable income that these rules do not apply to the Allowance paid to Councillors unless a Council resolution is passed unanimously to, in effect, instruct that this should occur.
3. Resolves that Councillors should be required to provide their tax file number or exemption to Council and/or have tax instalments deducted from Councillor Allowance and that the Council should be required to provide group certificates for each financial year as is the case for all other recipients and payees of periodical income payments.
4. Resolves that this should occur without requiring any resolution of Council.
5. Resolves that the MAV should take all reasonable steps to lobby State and Federal Governments, as appropriate, to implement the necessary legislative changes.

That MAV State Council:

1. Notes that the cost of "calls" to top up the Vision Super-Local Government-Defined Benefits Superannuation Scheme is placing unreasonable financial pressures on Local Government throughout Victoria.
2. Notes that the defined benefits scheme has been closed to new members for approximately twenty years.
3. Calls on the State and Federal Governments, as appropriate, to legislate to end the defined benefit scheme for those members who are currently employed and still accumulating benefits under the Local Government funded defined benefits scheme.
4. In calling for legislative change takes the position that no member should lose any of their benefits that have already accrued under the defined benefit scheme.
5. Resolves that the MAV should take all reasonable steps to pursue the necessary changes.

Both resolutions were debated but failed to gain the majority support of Councillor Delegates.

The adopted resolutions are attached to this Council agenda.

Council's attention is drawn to the following resolution which was adopted at the May 2013 State Council meeting:

Website disclosure of council leasing arrangements

Resolution

That the State Council:

- 1. embraces the concept of open government through the systematic release of more data and information by member councils about their operations;**
- 2. commends Manningham City Council for being the first Victorian council to comprehensively disclose on its website the terms on which third parties lease council land and buildings; and**
- 3. encourages other Victorian councils to follow Manningham's lead and publish a lease register online which allows the public and all stakeholders to understand who has access to ratepayer owned land and buildings, for how long and on what terms.**

Manningham's lease register is attached as an example of how a Council might openly disclose the terms of leases of Council land and buildings. Council could follow Manningham's lead by disclosing details of lease arrangements for Council owned land and buildings.

Attachments

1. Resolutions adopted at the May 2013 State Council Meeting
2. Manningham Council's lease register

Recommendation 1

That Council notes the report regarding the Municipal Association of Victoria State Council meeting on 16 May 2013.

Recommendation 2

That Council supports the disclosure of leases on Council's web site for ratepayer owned land and buildings and calls for a report from Management as to how this might best be achieved.

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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> |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------|
| Contract 1311 - External Plant Hire                                  | this matter deals with contractual matters                                                   | Section 89 (2) (d)           |
| Contract 1312 - Annual Supply of Concrete Works                      | this matter deals with contractual matters                                                   | Section 89 (2) (d)           |
| Expression of Interest 1314 - Bluewater Fitness Centre Redevelopment | this matter deals with contractual matters                                                   | Section 89 (2) (d)           |
| Meredith Park Public Recreation and Camping Reserve                  | this matter deals with legal advice; AND this matter may prejudice the Council or any person | Section 89 (2) (f) (h)       |



# ORDINARY COUNCIL MEETING

WEDNESDAY, 26 JUNE 2013

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# Council Plan 2013-2017



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## **Executive Summary**

Welcome to our Council Plan 2013-2017, which is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the next four years.

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects that also underpin our goals and strategies are contained in our Annual Operational Plan.

### **Our Community**

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of State Forest and National Park.

Our estimated population for 2013 is 20,973. Our Shire experiences a higher employment rate, 97% (full time, 57%; part time, 40%) than for regional Victoria, at 94.8%.

### **Our Vision - Our Challenges**

Our vision for the community is for a sustainable, vibrant future. Along the way we face a number of key challenges, these are:

- *Financial constraints.* Financial sustainability is a key challenge with limited capacity to raise funds through traditional means, resulting in the need to find a balance between the financial burden faced by the community and the ability to meet future needs and aspirations.
- *Ageing population.* Our demographic indicates a significant ageing population, which presents challenges for the future provision of services.
- *Significant levels of disadvantage.* Research highlights that the particular challenges faced by our community are in the areas of Early Years, Youth, access to technology and diverse housing types.
- *Public transport networks.* Poor public transport infrastructure impacts those groups in our community that need to travel to access services, recreation facilities etc.
- *Climate change.* The effects of climate change will have social and environmental impacts, effect current infrastructure and has implications for future planning and development along with social and environ.
- *Assets – renewal, maintenance and new.* The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows.

### **Our response**

We will address these challenges through a combination of direct action, strong advocacy by Council. We will also strengthen partnerships with our community, State and Federal Government and the private sector.

## Our Vision, Mission and Values

### Vision

A sustainable community with a vibrant future

### Mission

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community

### Values

|           |                                                                                                                                                                                                                                                                |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Respect   | Be open and consistent in our dealings with people and respect their views. Continually work on developing relationships built on trust. Treat others as we would like others to treat us. Acknowledge the opinions of others and their right to be different. |
| Integrity | We will work in an open and transparent way, ensuring our processes, decisions and actions are ethical, responsible and honest.                                                                                                                                |
| Goodwill  | We will have an attitude of kindness or friendliness and build a good relationship with our customers and community.                                                                                                                                           |
| Honesty   | We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions.                                                                                                                                                            |
| Trust     | We will act honestly, openly and fairly to build levels of trust.                                                                                                                                                                                              |

### Our Commitment

We commit to being open and responsive to community needs; to being an effective Council, and to strive to make our Shire an inclusive, safe and desirable place to live.

## Mayor and CEO's Message



### **We welcome you to the 2013-2017 Council Plan.**

The Council Plan is based on what Council understands to be most important to people's lives, their hopes and aspirations, and what kind of Shire we all want in the years ahead. This information comes from community consultation and research.

The Council Plan 2013-2017 is Colac Otway Shire's key corporate document; it is a high level plan that sets out our goals, key strategic activities and performance indicators for the next four years. It will be underpinned by annual operational plans (financial year based) that provide the detail of the works and activities to be achieved.

Our plan is structured around four key themes or 'pillars'. These are: Good Governance, A Planned Future, A Place to Live and Grow and A Healthy Community and Environment.

### **The important things**

Council has developed this Plan through a collaborative process with its key stakeholders: elected Councillors, the organisation, the general community, business groups and progress associations. We conducted 14 community forums around the Shire during February/March 2013, to help us build this Plan. For the first time we used social media and our website to help us more actively engage the younger members of our community. Also taken into consideration were the results of detailed research undertaken on key factors and issues impacting on the future growth and development of the Shire.

The Council Plan guides our financial plans, the annual budget, annual operational plans and continuous improvement of our services.

Progress against our performance indicators will be measured quarterly. Results will be reported to Council and the publication of our Annual Report.

Other key plans such as the Municipal Public Health Plan, Strategic Resource Plan, Long Term Financial Plan and Budget as well as business plans and specific topic strategies are aligned to the Council Plan.

This document also describes how the Council organisation is managed to achieve these benefits for the community; and provides some information about the Colac Otway Shire community itself.

**Cr Lyn Russell**  
Mayor

**Rob Small**  
Chief Executive Officer

## Our Council



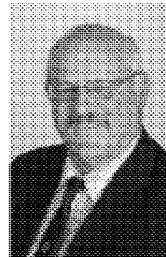
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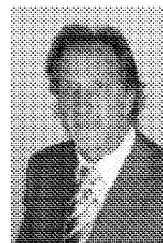
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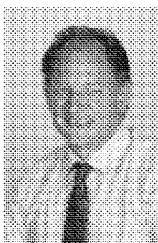
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## How Council Operates

Our seven Councillors make up Colac Otway Shire Council, a statutory body constituted under the Local Government Act 1989. Council is responsible for setting the organisation's strategic objectives and for making decisions on the activities and key issues that impacts the liveability of our community. It also promotes policy and ensures that the organisation performs effectively on behalf of the community.

The Mayor is elected by the other councillors and is the leader of the Council, chairs council meetings and represents the Shire at important government, business and community meetings. The Mayor acts as the ceremonial head at civic events.

Councillors attend formal council meetings and community meetings. They also represent the council at civic events and functions and attend to issues raised by the community. The Council is responsible for making statutory decisions, approval of policy, advocacy and the appointment of the Chief Executive Officer.

### Council Meetings

Council meetings are generally held on the 4<sup>th</sup> Wednesday of each Month and are open to the public. Council meetings are held at the Council offices in Colac, with two meetings a year held in Apollo Bay and one in Birregurra. Council's meeting agendas and minutes are available on the Colac Otway Shire website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

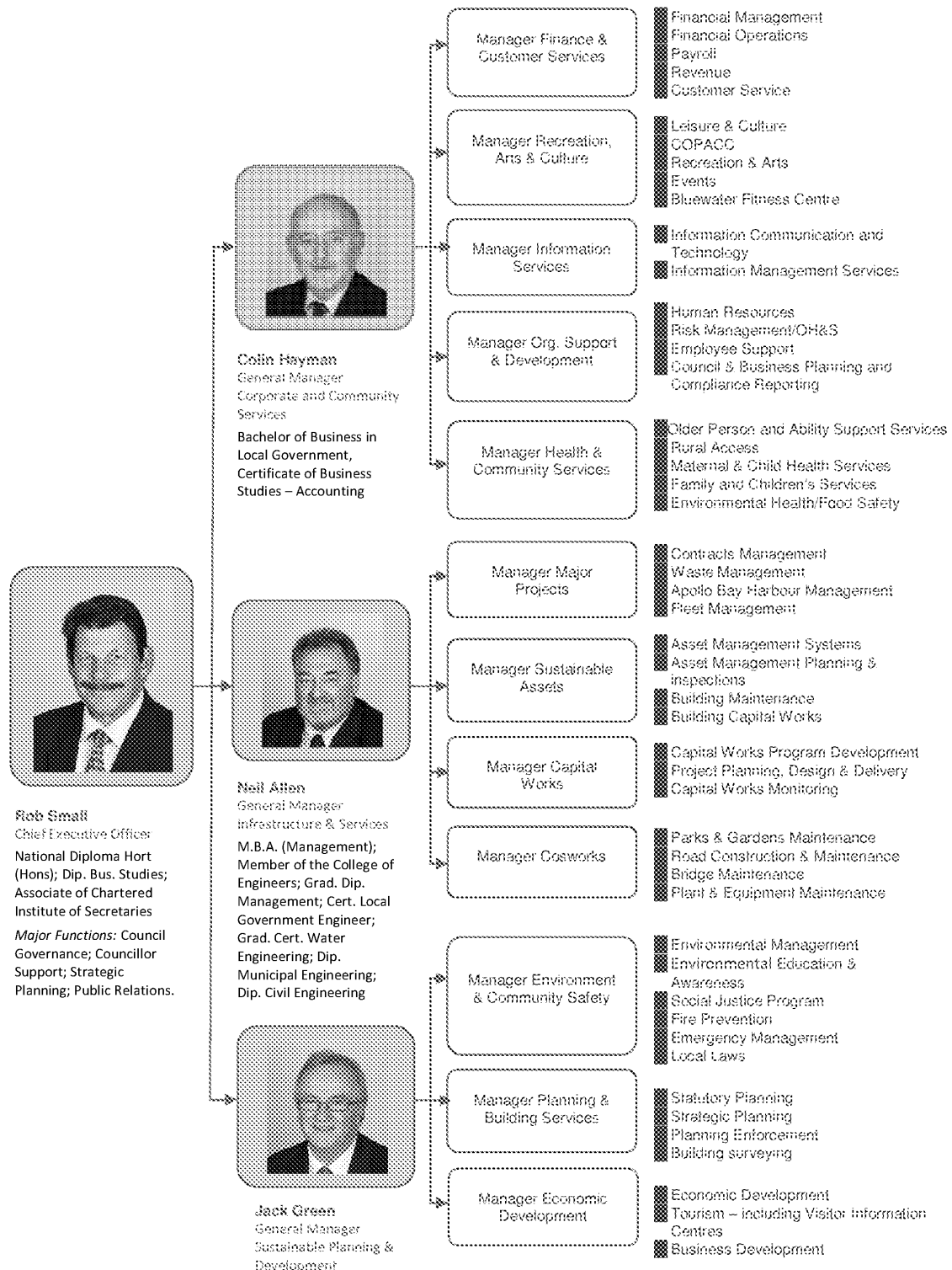
Committee appointments are made annually by Council. Committees of Council are as follows:

| Committee                                              | Purpose/Comments                                                                                                                                                                                                                                       |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit Committee<br>(Advisory Committee)                | To review financial and risk management systems and assist Council to carry out its corporate governance responsibilities. It has an independent member as the chairperson. The Chief Executive Officer (CEO) is a non-voting member.                  |
| Australia Day Advisory Committee                       | To review nominations and select Australia Day Award winners in the various categories.                                                                                                                                                                |
| Festival & Events Support Scheme<br>Advisory Committee | To consider the applications received for the Festival & Events Support Scheme and make any recommendations to Council on any strategic directions for specific events or the Support Scheme.                                                          |
| Grants/Community Funding<br>Advisory Committee         | To consider the applications received for the Community Funding program and make recommendations on any strategic directions for the specific projects or funding programs.                                                                            |
| Planning Committee<br>(Special Committee)              | To consider and determine all matters referred to it pursuant to the instrument of delegation, matters relating to strategic issues, receiving regular reports on key performance indicators, and other matters referred to the Committee as seen fit. |
| Small Town Improvement Program<br>Advisory Committee   | To consider the applications received for the Small Town Improvement Program.                                                                                                                                                                          |

**Note:** A number of the committees include external members and staff.

On an annual basis, Council also appoints Councillors to a number of other committees and external bodies.

## Our Organisation



## Our Shire Profile

### Location and history

Colac Otway Shire is located in Victoria's south west within a two hour drive of Melbourne, and approximately an hour to the large regional cities of Geelong to the east and Warrnambool to the west.

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of Forest Park and National Park.

Development in the Shire dates from the 1850s when pastoralists and timber-getters established themselves in the areas around Colac. Colac experienced significant growth in the first half of the 20th century as it became the major service centre to the agricultural areas to the north and the timber getting areas to the south. Apollo Bay was established in the 1860s as a port for the timber being harvested in the Otway Ranges. The construction of the Great Ocean Road in the 1930s opened up the coastal strip for development and in more recent years Apollo Bay has established itself as a holiday destination.

### People

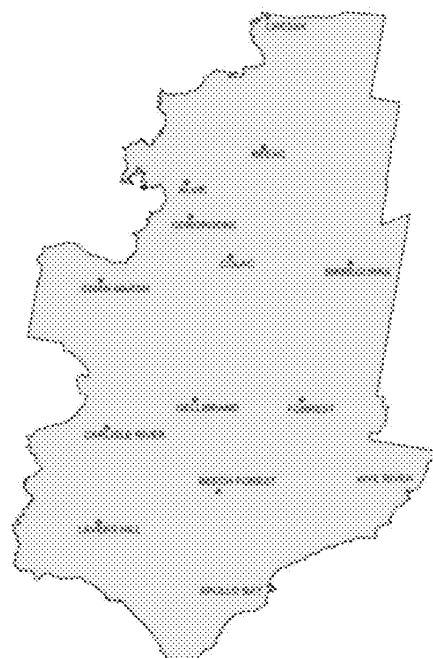
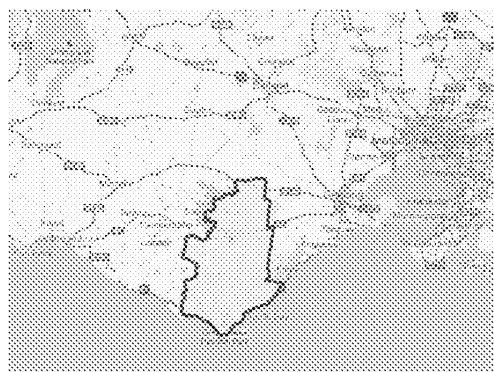
Our estimated population for 2013 is 20,973. The forecast through to 2031 is for a growth of approximately 1% per annum. We expect this to increase once the dual highway to Geelong is completed as it will open up the region making commuting an attractive option for both the local population and for those seeking a lifestyle change.

Growth over the coming 18 years is also predicted to be steady; however with an increasingly ageing population.

### Age Structure

Age structure is an important indicator of an area's residential role and function and how it is likely to change in the future. The age structure of a population is usually indicative of an area's era of settlement and provides key insights into the level of demand for services and facilities, as most services and facilities are age-specific.

|               |       |
|---------------|-------|
| 0 – 4 years   | 6.2%  |
| 5 – 19 years  | 19.4% |
| 20 – 34 years | 14.8% |
| 35 – 59 years | 34.0% |
| over 60 years | 25.6% |



### The Shire at a Glance

Area: 3,427 sq kilometres.  
Length of Local Roads: 1,632 kilometres.  
Coastline: 95 kilometres.  
Forest and National Park: 110,000 hectares.  
Estimated population: 20,973  
Population born overseas: 7.5%  
Population growth rate: 1.2%  
Employment rate: 97% (full time, 57%)  
Rateable properties: 14,768

#### Education and Employment

Young people in Colac Otway Shire tend to leave school earlier and are less inclined to go to university, compared with regional Victoria. Overall, 41.9% of the population left school at Year 10 or below, and 31.9% went on to complete Year 12 or equivalent, compared to 39.0% and 35.6% respectively for regional Victoria.

On the other hand, our Shire experiences a higher employment rate, 97% (full time, 57%; part time, 40%) than for regional Victoria, at 94.8%.

The five major industry sectors are:

- Health Care and Social Assistance (1,133 persons or 13.7%)
- Manufacturing (1,048 persons or 12.7%)
- Agriculture, Forestry & Fishing (993 persons or 12.0%)
- Retail Trade (843 persons or 10.2%)
- Tourism (693 persons or 8.4%)

In combination, these five industries employed a total of 5,220 people or 63% of the employed resident population.

#### Housing

The housing market in our Shire shows distinct variations. Colac and the rural areas primarily provide housing for families, with rural areas recording some population decline in recent years due to ongoing structural change in agriculture and the ageing of the population.

By contrast, our coastal areas have a dual housing market focussed on families and retirees. However, the vacancy rates are extremely high, reflecting their role and function as holiday destinations. It is expected that demand for housing in the coastal areas will predominantly come from further afield, such as Geelong and Melbourne.

There are significant differences in the supply of residential property within the Shire, which will have a major influence during the next five to ten years due to changing needs. New development opportunities have been identified in Elliminyt and the coastal areas, while the established areas of Colac and the rural areas have relatively low numbers of new dwellings expected over the forecast period.

#### Sources

Australian Bureau of Statistics Census 2011  
.id Consulting, Melbourne 2013  
REMPAN 2012

## Challenges Facing Council

The challenges we face can be clustered into two broad areas, these are:

1. **Council specific challenges** – these challenges are directly under the control or responsibility of Council and Council will need to decide if the challenge requires a strategic response and resource allocation.
2. **Broad Shire community challenges** – these liveability issues are faced by the whole Shire, not just the Council as a Local Government Authority, and therefore require multi-agency collaboration if they are to be addressed. Council therefore has a choice whether it gets involved through a leadership, advocacy, facilitation or participant role in addressing the challenge.

Our major current and future challenges are identified below. We will address these challenges through a combination of direct action and strong advocacy by Council. We will also strengthen partnerships and collaboration with our community and the State and Federal Government, along with the private sector. The challenges identified below have informed the development of our Council Plan, our Goals and Key Strategic Activities.

### Financial Constraints

Council has limited capacity to raise funds through traditional means i.e. rates. This results in a tension in finding a balance between the financial burden faced by the community and the ability to meet future needs and aspirations.

### Ageing Population

Colac Otway Shire has a growing ageing population, which presents challenges to future planning for:

- community care services
- arts, culture and open space facilities and events
- infrastructure to ensure accessibility
- pressure will increase for access to:
  - age-friendly built environment
  - appropriate housing
  - health services, especially outlying areas
  - transport opportunities throughout the shire
  - internet throughout the shire
  - community events throughout the shire.

An ageing population also has workforce implications, with a potential mass exodus of 'baby boomers' related to retirement and consequent loss of talent and experience.

### Significant Levels of Disadvantage

Colac Otway Shire has pockets of high socio-economic disadvantage characterised by lower incomes, education and skill levels, alongside higher levels of unskilled occupations, family and health issues.

The median net income of couple families is comparatively low, the proportion of sole parent families is higher than that for the rest of Victoria and education attainment for parents is lower.

### Early Years

This has implications for early years' development including:

- Early years' service provision. Overall demand for services is higher and the proportion of complex cases is greater. It is critical that services are affordable and physically accessible.
- A higher level of children in Colac specifically vulnerable in physical health and well being; social competence; and communication skills and general knowledge.

#### *Youth*

- We lose significant numbers of young adults as they seek employment and education and training opportunities in larger centres. This is a trend common to most rural and regional areas in Australia; however it is a particular issue for our Shire.
- Ongoing issues with helping young people find a sense of place and connection.
- South West Local Learning & Employment Network (SWLLEN) reports that the need to increase educational achievement in the region is a community issue because it is a limiting factor for both the life chances of individuals and the regional economy.

#### *Access to technology*

- Colac Otway has the highest proportion of homes without internet connection of all GSC municipalities, 19% below the Victorian average and the lowest in the Barwon South West.
- Growing community demand to communicate with Council via social media.
- Demand for increased online services.

#### *Access to diverse housing types*

There is a growing demand for different types of residential property within the Shire to meet the needs of different age groups, especially the older section of the population. This will increase over the next five to ten years.

#### **Transport Network**

There is increasing pressure and growing need to increase public transport services (bus, rail etc), including:

- Connection with Geelong
- Connection within the Shire e.g. Apollo Bay – Colac within the city of Colac

The potential for significant increases in road freight volumes will impact on liveability and tourism values across the shire. Responses to this will need to include:

- Developing an alternate truck route for Colac
- Improved pedestrian and cycling infrastructure

#### **Climate Change**

Implications for future planning and development:

- Minimise the impact of human settlement on the environment and protect significant landscapes and natural assets, including the natural functions of the region's waterways, wetlands, riparian areas (on or relating to the banks of a natural watercourse) and floodplains.
- Continued pressure for development along the coast for lifestyle choice and holiday destinations creates environmental and service delivery challenges.
- Development of the area immediately surrounding coastal settlements and further development of existing, old subdivisions will continue to generate policy challenges and can create long-term transport, health service and employment issues.
- Potential need to relocate infrastructure and assets.

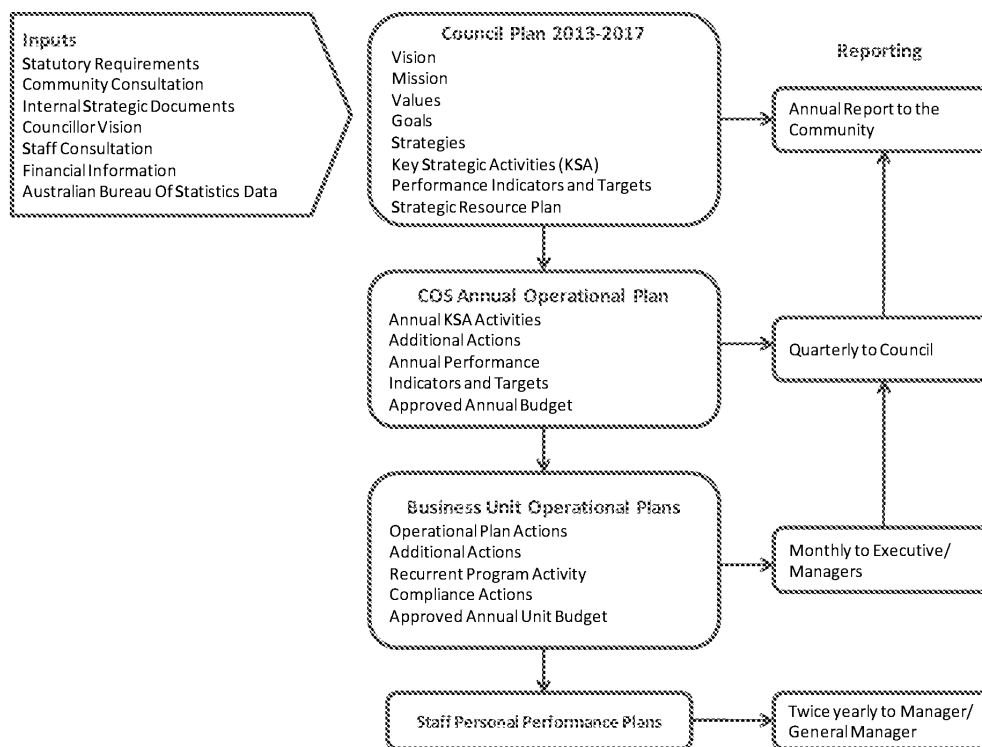
#### **Assets – Renewal, Maintenance and New**

The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows. Other issues include:

- Major drainage issues across the Shire.
- Asset renewal, maintenance and provision of new infrastructure. Assets include roads, footpaths, drainage, bridges, public spaces, buildings and recreation facilities.
- The current standards do not meet community expectations.
- There is an unfunded community infrastructure renewal gap.

## Council's Integrated Planning Framework

Our integrated planning framework illustrates Council's planning and reporting cycle, which is structured around the Council Plan, our key corporate strategic document. It is underpinned by the Colac Otway Shire (COS) Annual Operational Plan, along with Business Unit Operational Plans that support the achievement of our Council Plan strategies.



### Continuous improvement

Colac Otway Shire is committed to continuous improvement; ensuring we derive the best value from the resources we use and deliver the best possible services for our community.

Councils are required by the Local Government Act to ensure their services take into account the following Best Value principles:

- Specific quality and cost standards for every Council service
- Responsiveness to community needs
- Accessibility and appropriately targeted services
- Continuous improvement
- Regular community consultation on all services and activities
- Frequent reporting to the community

Council will apply these principles to continuously improve its strategic and service planning as well as its service delivery. This ongoing improvement will assist Council to maintain its flexibility and provide resources to meet the community's needs, thereby building on our commitment to provide high quality, value for money services and facilities that promote community wellbeing.

## Pillars, Goals and Key Strategic Activities

The Council Plan is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the next four years from 2013 to 2017. The Council Plan will be underpinned by annual operational plans (financial year based) that provide the detail of the works and activities to be achieved.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects that also underpin our goals and strategies are contained in our Annual Operational Plan (see page 13 for Council's integrated planning framework).

Our plan is structured around four key themes or 'pillars'. These are:

### **1. Good Governance**

means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### ***Our Goal:***

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

### **2. A Planned Future**

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

#### ***Our Goal:***

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

### **3. A Place to Live and Grow**

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

#### ***Our Goal:***

Improve access to buildings, spaces, services and education to support and enable quality of life.

### **4. A Healthy Community and Environment**

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

#### ***Our Goal:***

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

## **Key Strategic Activities**

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

## **Pillar 1: Good Governance**

means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

### **This is about:**

- Effective Governance
- Excellence in Local Government
- The Best Place to Work
- Engaging with the Community
- Customer Focus

### **Services/Activities:**

- Governance
  - Corporate
  - Democratic
- Local Laws (ensuring adequacy and currency of laws)
- Resource Management (maintaining the assets we use to deliver services to the community):
  - Assets e.g.:
    - ✓ Plant
    - ✓ Vehicles
    - ✓ Information Management Systems
- Our People
- Finance
- Triple bottom line

### **Our Goal:**

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

### **Strategies**

1. Transparent and accountable decision making.
2. Prudent and accountable financial, asset, risk and resource management.
3. Effective community engagement and participation.
4. Embed an organisation culture of a high performance, service excellence and safety.

### **Key Strategic Activities**

|                                                                   | Performance Indicators                                   | Targets |
|-------------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement Council's Risk Management System.                       | Incident reporting and management system implemented.    | 100%    |
|                                                                   | Budget met with a tolerance of                           | +/- 5%  |
|                                                                   | Risk Register reviewed by the Risk Management Committee. | 100%    |
|                                                                   | Compliance audits completed.                             | 100%    |
|                                                                   | New risk register management system implemented.         | 100%    |
|                                                                   | Budget met with a tolerance of                           | +/- 10% |
| Implement Council's internal audit program.                       | Complete internal audits as per audit schedule.          | 100%    |
|                                                                   | Respond to all audit recommendations.                    | 100%    |
|                                                                   | Budget met with a tolerance of                           | +/- 5%  |
| Staged implementation of the National Asset Management Framework. | Stage 1: Asset Management system implemented.            | 100%    |
|                                                                   | Budget met with a tolerance of                           | +/- 3%  |

## Pillar 2: A Planned Future

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

### This is about:

- Places and Buildings
- Travel and Transport
- Activity and Economy

### Services/Activities:

- Land use and planning
- Economic development
- Tourism
- Infrastructure (planning for the built environment and future growth needs – improving access to services)
- Emergency management planning

### Our Goal:

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

### Strategies

1. Plan for future land use to respond to population growth and changing needs.
2. Develop an integrated response to meet future infrastructure needs.
3. Advocate for improved public transport.
4. Promote local business, services and foster employment opportunities.
5. Grow tourism to support the local economy.

### Key Strategic Activities

|                                                             | Performance Indicators                                                                                       | Targets |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------|
| Community infrastructure and asset renewal plan.            | Develop Asset Management Plans for key community infrastructure types.                                       | 100%    |
|                                                             | Develop an Asset Renewal Plan with forward projections of funding requirements.                              | 100%    |
|                                                             | Identified asset renewal priorities funded.                                                                  | 100%    |
| Develop a Colac Otway Shire Footpath Strategy.              | Strategy Developed                                                                                           | 100%    |
| Staged implementation of the Colac CBD & Entrances Project. | Stage 1: Detailed design completed.                                                                          | 100%    |
|                                                             | Stage 2: Funding bid successful.                                                                             | 100%    |
|                                                             | Stage 3: Inner Eastern Entrance completed.                                                                   | 100%    |
|                                                             | Budget (stage 3) met with a tolerance of                                                                     | +/- 5%  |
| Apollo Bay Harbour Master Plan.                             | Stage 1: Master Plan completed and adopted as a reference document in the Colac Otway Shire Planning Scheme. | 100%    |
|                                                             | Stage 2: Implementation strategy developed.                                                                  | 100%    |
| Redevelopment of the former Colac High School site.         | Stage 1: Master Plan completed.                                                                              | 100%    |
|                                                             | Stage 2: Clearance and Handover to Colac Otway Shire.                                                        | 100%    |
|                                                             | Stage 3: Detailed design completed.                                                                          | 100%    |

### Pillar 3: A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.

#### **This is about:**

- Health and Wellbeing services
- Places and Buildings
- Skills development and Education

#### **Services/Activities:**

- Arts and culture (management of COPACC facility)
- Sport and Rec facilities (management of BWFC facility etc)
- OPASS
  - Community ambassadors (improving liveability for older people in small communities)
  - Home Care
  - Home maintenance
  - Meals on wheels
- Maternal and Child Health
- Family Services
- Infrastructure (maintaining the built environment):
  - Roads
  - Footpaths
  - Bridges
  - Buildings
  - Parks and gardens

#### **Our Goal:**

Improve access to buildings, spaces, services and education to support and enable quality of life.

#### **Strategies**

1. Address the health and wellbeing needs of people of all ages and abilities.
2. Advocate for access to an increased range of education and training opportunities.
3. Increase the diversity of arts, culture and social spaces.
4. Maintain existing infrastructure.

#### **Key Strategic Activities**

|                                                                                     | Performance Indicators                                         | Targets  |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------|----------|
| Develop and implement the Public Health and Wellbeing Plan.                         | Plan developed.                                                | 100%     |
|                                                                                     | Plan implemented.                                              | 100%     |
|                                                                                     | Budget met with a tolerance of                                 | +/- 5%   |
| Staged implementation of the Beechy Precinct development program.                   | \$10 million Bluewater Fitness Centre redevelopment completed. | 100%     |
|                                                                                     | Budget met with a tolerance of                                 | +/- 2.5% |
|                                                                                     | Community sports field constructed.                            | 100%     |
|                                                                                     | Budget met with a tolerance of                                 | +/- 10%  |
| Staged implementation of the Open Space Strategy.                                   | Stage 1: Strategy incorporated into the Planning Scheme.       | 100%     |
|                                                                                     | Stage 2: Implementation strategy developed.                    | 100%     |
|                                                                                     | Stage 3: Priority actions implemented.                         | 100%     |
|                                                                                     | Budget (stage 3) met with a tolerance of                       | +/- 5 %  |
| Implement the Workforce and Industry Development Project (Advancing Country Towns). | Industry workforce plan completed.                             | 100%     |
|                                                                                     | Budget met with a tolerance of                                 | +/- 5 %  |
|                                                                                     | Green business audit completed.                                | 100%     |

Pillar 3: A Place to Live and Grow (continued)

|                                                       | Performance Indicators                                                                               | Targets  |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------|
| Implement the asset renewal and maintenance programs. | Asset renewal project completion                                                                     | 90%      |
|                                                       | Budget met with a tolerance of                                                                       | +/- 3.0% |
|                                                       | Inspect and maintain Council's road and footpath assets in accordance with the Road Management Plan: |          |
|                                                       | ■ Inspections completed as per schedule.                                                             | 100%     |
|                                                       | ■ Maintenance responsiveness.                                                                        | 85%      |
|                                                       | Road and footpath maintenance budget met with a tolerance of                                         | +/- 1.5% |

#### Pillar 4: A Healthy Community and Environment

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

##### This is about:

- Places and Buildings
- Community Wellbeing
- Events
- Sport and Recreation
- The Environment

##### Services/Activities:

- Sport and Recreation activities
- Events
- Arts and Culture activities
- Local Laws (keeping the community safe)
- Emergency management Coordination
- Environmental Health activities
- Onsite Wastewater Management
- Food inspections
- Immunisation
- Environmental Sustainability
  - Waste Management
  - Water use
  - Power consumption
  - Climate change
  - Street lighting

##### Our Goal:

Respect cultural differences, support a range of healthy and creative activities, foster community safety and promote environmental sustainability.

##### Strategies

1. Encourage active participation in recreation, arts and leisure pursuits.
2. Promote respect and inclusion of social and cultural differences.
3. Increase environmental sustainability through direct initiatives and advocacy
4. Protect and care for the natural environment.
5. Support community safety initiatives, local law enforcement and emergency management.

##### Key Strategic Activities

|                                                                    | Indicators                                               | Target  |
|--------------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement the relevant stages of the Environment Strategy 2010-18. | Develop bi-annual action plans.                          | 100%    |
|                                                                    | Completion of bi-annual plan actions.                    | 80%     |
|                                                                    | Budget met with a tolerance of                           | +/- 5%  |
| Implement the Active Transport Strategy.                           | Strategy adopted.                                        | 100%    |
|                                                                    | Implementation plan developed.                           | 100%    |
|                                                                    | Budget met with a tolerance of                           | +/- 10% |
| Implement the Municipal Emergency Management Plan.                 | Annual review and realignment completed.                 | 100%    |
|                                                                    | Colac Otway Shire Municipal Fire Plan actions completed. | 80%     |
|                                                                    | Budget met with a tolerance of                           | +/- 10% |

## Reference Documents

During the development of the Council Plan for the Colac Otway Shire (COS), the following Strategies and Plans were used as reference documents:

- Apollo Bay Structure Plan
- Colac Otway Public Open Space Strategy
- COS Arts & Culture Strategic Plan
- COS Positive Ageing Strategy Research Paper
- COS Recreation Strategy
- Early Years Plan 2010-2013
- Environment Strategy 2010-2018
- G21 Strategy
  - G21 Regional Growth Plan
- Health and Wellbeing Pillar – Community Health and Wellbeing Profile 2009
- ID Profile - Colac Otway Shire Community Profile
- Local Government Area Profiles – Department of Health – 2011
- Road Management Plan
- Public Health Plan & Wellbeing Plan 2010 - 2013
- State of the Regions Report 2012-13
- The Great South Coast Regional Strategic Plan

## Strategic Resource Plan

The Strategic Resource Plan (SRP) is a requirement under the *Local Government Act 1989*. The SRP details the financial and non-financial (includes people and assets) resources required to achieve Council's goals, as outlined in the Council Plan. The Strategic Resource Plan is updated annually and is reflected in Council's annual budget.

The information contained in this document is a summary of Council's Strategic Resource Plan. The complete SRP can be accessed on Council's website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

### Objectives of the Strategic Resource Plan

- Establish a financial framework and an assessment of the resources (financial and non-financial) to ensure Council achieves the goals of the Council Plan 2013-2017.
- Establish a basis to measure Council's adherence to financial policies and strategies.
- Support Council's compliance with sound financial management principles.
- Support the medium to long-term financial sustainability of the municipality.

### Key Strategies

The SRP builds a sustainable framework containing strategies, including financial and non-financial resources, to support the achievement of Council Plan goals. These are:

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Colac Otway financial indicators</b>    | <ul style="list-style-type: none"> <li>■ That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.</li> <li>■ That Colac Otway Shire Council applies the outcomes of this SRP to the 2013-2014 Budget.</li> <li>■ That Colac Otway Shire Council reduces its underlying operating deficit over the life of this SRP and reaches an adjusted operating surplus within 4 years.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Long-term borrowing strategies</b>      | <ul style="list-style-type: none"> <li>■ That Colac Otway Shire Council, based on compliance with the State Government Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.</li> <li>■ That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate &amp; charges revenue dollar, towards interest and principal, over the life of this SRP.</li> <li>■ That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Notional reserves</b>                   | <ul style="list-style-type: none"> <li>■ That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.</li> <li>■ Reserves are fully backed with cash at the end of each financial year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Rating and other revenue strategies</b> | <ul style="list-style-type: none"> <li>■ That Colac Otway Shire Council retains capital improved value (CIV) as its valuation base.</li> <li>■ That Colac Otway Shire Council provides a municipal charge that is 10 percent of rates and charges to ensure an equitable contribution towards the unavoidable fixed costs of Council.</li> <li>■ That Colac Otway Shire Council: <ul style="list-style-type: none"> <li>○ directly charges waste collection and recycling costs and the cost of disposal of domestic waste, to those ratepayers who receive the service; and</li> <li>○ bases future increases on real cost increases, EPA, regulatory and safety requirements.</li> </ul> </li> <li>■ That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.</li> <li>■ That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.</li> <li>■ That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.</li> </ul> |

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Asset management</b>               | <ul style="list-style-type: none"> <li>■ That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.</li> <li>■ That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.</li> <li>■ That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.</li> </ul> |
| <b>Capital works</b>                  | <ul style="list-style-type: none"> <li>■ That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.</li> <li>■ That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Service provision and planning</b> | <ul style="list-style-type: none"> <li>■ That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Strategic Financial Plan</b>       | <ul style="list-style-type: none"> <li>■ That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

### Resourcing the Council Plan

Standard financial statements depict how the Plan is resourced.

- **Standard Income Statement** shows the operating costs and income during the period.
- **Standard Balance Sheet** provides the value of Council's assets and obligations or liabilities for the period.
- **Standard Cash Flow Statement** indicates the cash expenses paid and cash income received for the period.
- **Statement of Capital Works** outlines the value of the capital works and capital purchases during the period.
- **Key Financial Indicators** from the various statements show trends or a simple set of numbers that provide indications of our performance.

The following table summarises the key financial results for the next four years, as set out in the SRP.

**Standard Income Statement**

For the four years ending 30 June 2017

|                                                           | <b>2013-2014<br/>\$'000</b> | <b>2014-2015<br/>\$'000</b> | <b>2015-2016<br/>\$'000</b> | <b>2016-2017<br/>\$'000</b> |
|-----------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Operating revenue</b>                                  |                             |                             |                             |                             |
| Rate and Charge Revenue                                   | 24,576                      | 26,076                      | 27,669                      | 29,359                      |
| Operating (Recurrent) Grants                              | 9,115                       | 9,388                       | 9,670                       | 9,960                       |
| Interest Revenue                                          | 358                         | 369                         | 380                         | 391                         |
| Reimbursements and Subsidies                              | 92                          | 95                          | 98                          | 101                         |
| User Charges                                              | 3,181                       | 3,276                       | 3,375                       | 3,476                       |
| Statutory Fees and Fines                                  | 461                         | 475                         | 489                         | 504                         |
| Other Revenue Outside of Operating Activities             | 94                          | 98                          | 102                         | 106                         |
| Unrealised Gain/(Loss on investment in Associates)        | 0                           | 8                           | 8                           | 8                           |
| <b>Total operating revenue</b>                            | <b>37,877</b>               | <b>39,785</b>               | <b>41,789</b>               | <b>43,904</b>               |
| <b>Operating expenses</b>                                 |                             |                             |                             |                             |
| Employee Benefits Paid                                    | (16,831)                    | (17,886)                    | (18,648)                    | (19,445)                    |
| Materials & Consumables                                   | (12,411)                    | (13,063)                    | (13,748)                    | (14,470)                    |
| Bad and Doubtful Debts                                    | 0                           | (0)                         | (0)                         | (0)                         |
| Depreciation                                              | (9,635)                     | (10,108)                    | (10,753)                    | (11,362)                    |
| Other Expenses                                            | (1,172)                     | (179)                       | (182)                       | (185)                       |
| Interest on Borrowings (Finance Costs)                    | (353)                       | (315)                       | (274)                       | (230)                       |
| <b>Total operating expenses</b>                           | <b>(40,402)</b>             | <b>(41,550)</b>             | <b>(43,607)</b>             | <b>(45,693)</b>             |
| <b>Underlying result for the year</b>                     | <b>(2,525)</b>              | <b>(1,765)</b>              | <b>(1,817)</b>              | <b>(1,789)</b>              |
| <b>Capital revenue</b>                                    |                             |                             |                             |                             |
| Capital (Non-Recurrent) Grants                            | 3,850                       | 3,853                       | 3,930                       | 4,008                       |
| Contributions (Cash)                                      | 181                         | 183                         | 183                         | 146                         |
| Net Gain (Loss) on Disposal of Property Plant & Equipment | 475                         | 244                         | 264                         | 310                         |
| <b>Total capital revenue</b>                              | <b>4,506</b>                | <b>4,279</b>                | <b>4,377</b>                | <b>4,464</b>                |
| <b>Surplus (deficit) for the year</b>                     | <b>1,981</b>                | <b>2,514</b>                | <b>2,559</b>                | <b>2,675</b>                |

**Standard Balance Sheet**

For the four years ending 30 June 2017

|                                                   | <b>2013-2014<br/>\$'000</b> | <b>2014-2015<br/>\$'000</b> | <b>2015-2016<br/>\$'000</b> | <b>2016-2017<br/>\$'000</b> |
|---------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Current Assets</b>                             |                             |                             |                             |                             |
| Cash and Cash Equivalents                         | 5,921                       | 4,512                       | 3,768                       | 5,638                       |
| Receivables                                       | 3,027                       | 3,850                       | 4,089                       | 4,274                       |
| Inventory                                         | 214                         | 216                         | 218                         | 220                         |
| <b>Total Current Assets</b>                       | <b>9,162</b>                | <b>8,578</b>                | <b>8,075</b>                | <b>10,132</b>               |
| <b>Non Current Assets</b>                         |                             |                             |                             |                             |
| Property Plant and Equipment                      | 284,985                     | 295,809                     | 307,372                     | 316,813                     |
| Investment in Associates                          | 380                         | 388                         | 395                         | 403                         |
| <b>Total Non Current Assets</b>                   | <b>285,365</b>              | <b>296,196</b>              | <b>307,767</b>              | <b>317,217</b>              |
| <b>Total Assets</b>                               | <b>294,527</b>              | <b>304,775</b>              | <b>315,842</b>              | <b>327,349</b>              |
| <b>Current Liabilities</b>                        |                             |                             |                             |                             |
| Payables                                          | 1,701                       | 1,252                       | 1,291                       | 1,347                       |
| Trust Funds                                       | 257                         | 262                         | 267                         | 273                         |
| Current Provisions                                | 4,011                       | 4,091                       | 4,173                       | 4,257                       |
| Current Interest Bearing Liabilities              | 556                         | 592                         | 636                         | 625                         |
| <b>Total Current Liabilities</b>                  | <b>6,525</b>                | <b>6,197</b>                | <b>6,367</b>                | <b>6,501</b>                |
| <b>Non Current Liabilities</b>                    |                             |                             |                             |                             |
| Non Current Provisions                            | 4,896                       | 4,994                       | 5,094                       | 5,196                       |
| Non Current Interest Bearing Loans and Borrowings | 4,102                       | 3,516                       | 2,880                       | 2,255                       |
| <b>Total Non Current Liabilities</b>              | <b>8,998</b>                | <b>8,510</b>                | <b>7,974</b>                | <b>7,451</b>                |
| <b>Total Liabilities</b>                          | <b>15,523</b>               | <b>14,707</b>               | <b>14,341</b>               | <b>13,952</b>               |
| <b>Net Assets</b>                                 | <b>279,004</b>              | <b>290,068</b>              | <b>301,501</b>              | <b>313,397</b>              |
| <b>Equity</b>                                     |                             |                             |                             |                             |
| Accumulated Surplus                               | 116,200                     | 118,714                     | 121,274                     | 123,948                     |
| General Cash Reserves                             | 11,264                      | 11,264                      | 11,264                      | 11,264                      |
| Asset Revaluation Reserve                         | 151,540                     | 160,090                     | 168,964                     | 178,185                     |
| <b>Total Equity</b>                               | <b>279,004</b>              | <b>290,068</b>              | <b>301,501</b>              | <b>313,397</b>              |

**Standard Statement of Cash Flows**  
For the four years ending 30 June 2017

|                                                               | <b>2013-2014<br/>\$'000</b> | <b>2014-2015<br/>\$'000</b> | <b>2015-2016<br/>\$'000</b> | <b>2016-2017<br/>\$'000</b> |
|---------------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Cash flows from Operating Activities</b>                   |                             |                             |                             |                             |
| Cash Receipts from Operating Activities                       | 45,381                      | 42,989                      | 45,655                      | 47,865                      |
| Cash Payments in the Course of Operating Activities           | (31,178)                    | (31,399)                    | (32,382)                    | (33,862)                    |
| <b>Net Cash flows from Operating Activities</b>               | <b>14,205</b>               | <b>11,590</b>               | <b>13,293</b>               | <b>14,003</b>               |
| <b>Cash flows from Investing Activities</b>                   |                             |                             |                             |                             |
| Payment for Property Plant and Equipment and Infrastructure   | (12,901)                    | (12,939)                    | (13,977)                    | (12,973)                    |
| Proceeds from Property Plant and Equipment and Infrastructure | 475                         | 800                         | 800                         | 800                         |
| <b>Net Cash flows from Investing Activities</b>               | <b>(12,426)</b>             | <b>(12,139)</b>             | <b>(13,177)</b>             | <b>(11,273)</b>             |
| <b>Cash flows from Financing Activities</b>                   |                             |                             |                             |                             |
| Trust Funds and Deposits                                      | 27                          | 5                           | 5                           | 5                           |
| Proceeds from Interest Bearing Loans and Borrowings           | 156                         | 0                           | 0                           | 0                           |
| Repayments of Interest Bearing Loans and Borrowings           | (754)                       | (551)                       | (592)                       | (538)                       |
| Finance Costs                                                 | (353)                       | (315)                       | (274)                       | (230)                       |
| <b>Net Cash flows from Financing Activities</b>               | <b>(884)</b>                | <b>(861)</b>                | <b>(860)</b>                | <b>(860)</b>                |
| <b>Net Change in Cash Held</b>                                | <b>855</b>                  | <b>(1,409)</b>              | <b>(744)</b>                | <b>1,870</b>                |
| Cash at Beginning of the Financial Year                       | 5,066                       | 5,921                       | 4,512                       | 3,768                       |
| <b>Cash at End of the Financial Year</b>                      | <b>5,921</b>                | <b>4,512</b>                | <b>3,768</b>                | <b>5,638</b>                |

**Standard Statement of Capital Works**  
For the four years ending 30 June 2017

|                            | <b>2013-2014<br/>\$'000</b> | <b>2014-2015<br/>\$'000</b> | <b>2015-2016<br/>\$'000</b> | <b>2016-2017<br/>\$'000</b> |
|----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Capital works areas</b> |                             |                             |                             |                             |
| Land                       | 0                           | 0                           | 1,200                       | 0                           |
| Buildings                  | 600                         | 2,049                       | 1,506                       | 1,481                       |
| Roads                      | 4,530                       | 7,743                       | 6,500                       | 7,113                       |
| Footpaths                  | 396                         | 300                         | 510                         | 220                         |
| Bridges                    | 1,000                       | 132                         | 1,171                       | 325                         |
| Drainage                   | 540                         | 85                          | 185                         | 185                         |
| Furniture & Equipment      | 444                         | 760                         | 584                         | 396                         |
| Plant & Machinery          | 1,742                       | 1,260                       | 1,647                       | 1,647                       |
| Recreation                 | 0                           | 610                         | 675                         | 706                         |
| Other                      | 100                         | 0                           | 0                           | 0                           |
| Kerb & Channel             | 75                          | 0                           | 0                           | 0                           |
| Other Structures           | 371                         | 0                           | 0                           | 0                           |
| <b>Total Capital Works</b> | <b>9,798</b>                | <b>12,939</b>               | <b>13,977</b>               | <b>12,073</b>               |
| <b>Represented by:</b>     |                             |                             |                             |                             |
| Renewal Investment         | 9,798                       | 8,651                       | 9,291                       | 8,758                       |
| Upgrade Investment         | 0                           | 4,238                       | 3,435                       | 3,315                       |
| Expansion/New Investment   | 0                           | 49                          | 1,251                       | 0                           |
| <b>Total Capital Works</b> | <b>9,798</b>                | <b>12,939</b>               | <b>13,977</b>               | <b>12,073</b>               |

## Key Financial Indicators

The following table highlights Council's current and projected performance across a range of key financial indicators (KPIs). KPIs provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

| Indicator                    | Definition                                                                                      | Measure                                                                                                    | 2013-<br>2014 | 2014-<br>2015 | 2015-<br>2016 | 2016-<br>2017 |
|------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|
| <b>Operating result</b>      | Measures whether revenues exceed expenses.                                                      | Underlying result / Underlying revenue                                                                     | -6.7%         | -4.4%         | -4.3%         | -4.1%         |
| <b>Working capital</b>       | Measures the ability to pay existing liabilities in the next 12 months                          | Current assets / Current liabilities                                                                       | 140.4%        | 138.4%        | 126.8%        | 155.9%        |
| <b>Unrestricted Cash</b>     | Measures the proportion of current liabilities that can be paid from unrestricted cash          | Unrestricted cash / Current liabilities                                                                    | -81.9%        | -109.0%       | -117.7%       | -86.5%        |
| <b>Indebtedness</b>          | Measures the proportion of rates that is required to underwrite existing debt                   | Interest-bearing loans and borrowings / Total rates                                                        | 19.0%         | 15.8%         | 12.7%         | 9.8%          |
| <b>Debt repayments</b>       | Measures the capacity to service current debt                                                   | Interest and principal repayments on interest-bearing loans and borrowings / Total rates                   | 4.5%          | 3.3%          | 3.1%          | 2.9%          |
| <b>Asset renewal</b>         | Measures the ability to meet asset renewal demand                                               | Actual (or budget) asset renewal expenditure / Planned asset renewal expenditure (Depreciation is a proxy) | 101.7%        | 85.6%         | 86.4%         | 77.1%         |
| <b>Long term obligations</b> | Measures the proportion of own sourced revenue that is required to meet non-current liabilities | Non-current liabilities / Own sourced revenue                                                              | 23.8%         | 21.4%         | 19.1%         | 17.0%         |
| <b>Rates concentration</b>   | Measures the concentration of revenue sources and reliance on rates                             | Rates / Total underlying revenue                                                                           | 64.9%         | 65.5%         | 66.2%         | 66.9%         |



# STRATEGIC RESOURCE PLAN 2013-14 TO 2016-17

| DOCUMENT CONTROL                                                                                                                                                                                                                                                                    |                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>Colac Otway Shire Council</b><br>PO Box 283<br>COLAC VIC 3250<br><br>Mobile: 0428 650 384<br>Email: <a href="mailto:brett.exelby@colacotway.vic.gov.au">brett.exelby@colacotway.vic.gov.au</a><br>Web : <a href="http://www.colacotway.vic.gov.au">www.colacotway.vic.gov.au</a> | <b>Document:</b> Colac Otway SRP         |
|                                                                                                                                                                                                                                                                                     | <b>Project Manager:</b> Brett Exelby     |
|                                                                                                                                                                                                                                                                                     | <b>Author:</b> Brett Exelby              |
|                                                                                                                                                                                                                                                                                     | <b>Date:</b> April 2013                  |
|                                                                                                                                                                                                                                                                                     | <b>Synopsis:</b> Strategic Resource Plan |

#### CONSULTANTS DISTRIBUTION SCHEDULE

| Version No. | Date       | Distribution | Reference |
|-------------|------------|--------------|-----------|
| Version 1   | April 2013 | Brett Exelby |           |
| Version 2   | June 2013  | Brett Exelby |           |
|             |            |              |           |
|             |            |              |           |

#### SCHEDULE OF ADOPTION

| Version No. | Date       | Comment | TRM Reference |
|-------------|------------|---------|---------------|
| Draft       | April 2012 |         |               |
| Final       | June 2012  |         |               |
|             |            |         |               |

Strategic Resource Plan



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## Strategic Resource Plan



# 1. EXECUTIVE SUMMARY

## 1.1 INTRODUCTION

Council is required under the Local Government Act (1989), to prepare a *Strategic Resource Plan* (SRP).

The SRP outlines the resources required to achieve Council's strategic objectives expressed in the Council Plan. The SRP must include:

- Details of financial resources (standard statements); and
- Details of non-financial resources, including human resources.
- Council must adopt its SRP by 30 June each year. The SRP is intended to have a 4-year time frame.

This section includes:

- Purpose of the SRP;
- Objectives of the SRP;
- Financial strategic direction;
- Key strategic directions

## 1.2 PURPOSE OF SRP

Council is required to prepare a SRP under Section 126 of the *Local Government Act* (1989).

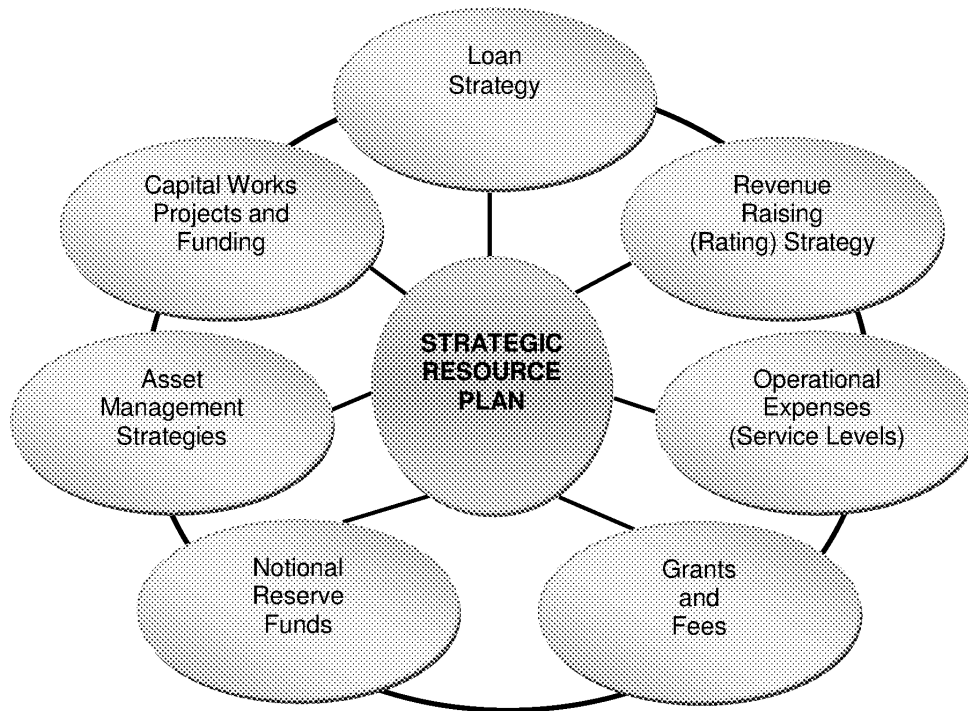
The purpose of the SRP is to:

- Establish a financial framework over the next 4 years to ensure Council's strategic objectives, as expressed in its Council Plan, are achieved;
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources and Council's asset base, which are all referred to in various parts of the SRP);
- Establish a basis to measure Council's adherence to its policies and strategies; and
- Assist Council to comply with sound financial management principles, in accordance with the *Local Government Act* (1989) and to plan for the long-term financial sustainability of the municipality.

## Strategic Resource Plan



The diagram below details the key strategic areas covered by the SRP and the integration required between Council's financial strategies.



## Strategic Resource Plan



There is a clear link between the long term vision or aspirations of Council and the day to day activities performed by Council.



### 1.3 SRP OBJECTIVES

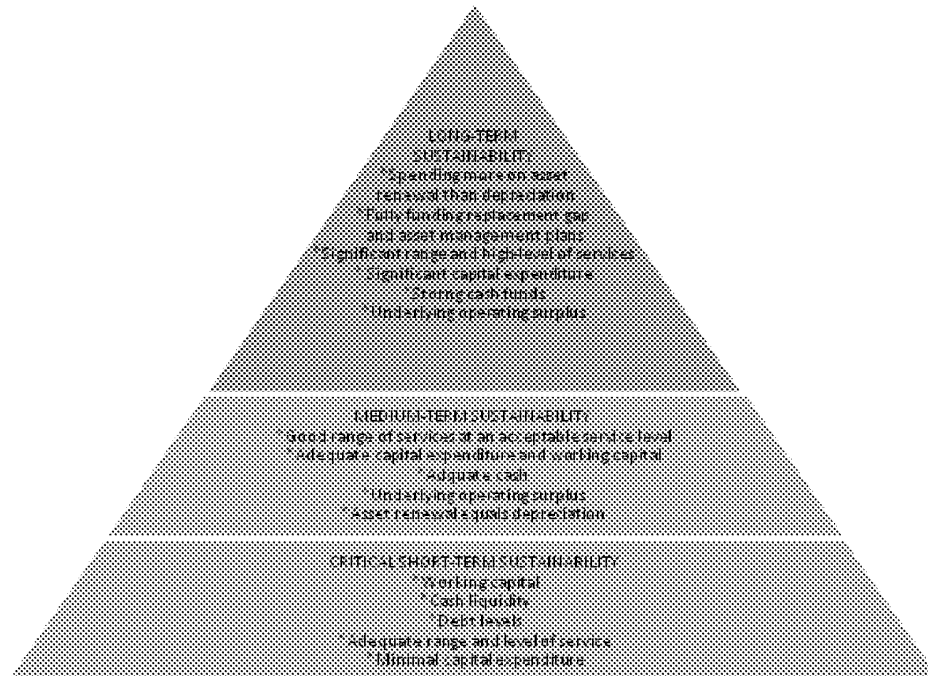
The 2013-2014 SRP is intended to achieve the following objectives in the 4-year time frame:

- Maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- Maintain a strong cash position, ensuring Council remains financially sustainable in the long-term;
- Achieve underlying surpluses from operations;
- Maintain debt levels below prudential guidelines;
- Continue to pursue ongoing grant funding for strategic capital funds from the state and federal government;
- Provide for rate increases that establish a funding level for a sustainability index of 100 percent, including increasing funding for capital works (asset renewal, expansion, upgrade) and asset maintenance; and
- Ensure critical renewal is funded annually over the timeframe of the SRP.

## Strategic Resource Plan



Financial sustainability is explained in the following diagram.



Council is presently in the critical range of the sustainability pyramid. It may be difficult to reach all the long-term sustainability goals however Council continues to improve its sustainability.

This improved sustainability is demonstrated by an improving cash position, significant capital expenditure and a continued closure of the infrastructure funding gap.

### 1.4 STRATEGIC FINANCIAL DIRECTION

Council, as part of establishing its SRP, revises its borrowing strategy, asset management, capital investment, reserves; capital works programme, the range and level of services provided and the revenue-raising strategy.

A number of strategic challenges remain ahead including renewing existing assets, continuing to provide an appropriate range and level of services to a growing community, maintaining a sound financial position and addressing the need for capital expansion.

The challenge for Council, in the short-term, is to fund the appropriate level of investment in the community's assets and simultaneously accommodate the pressures of growth, including new capital investment and expanded service provision.

The other related issues are the risks and liabilities that Council and the community face if Council does not invest in asset renewal at an adequate rate.

The SRP establishes the strategic financial direction for Council to meet the funding and investment challenges that lie ahead in the next four (4) years. The SRP is prepared in conjunction with the Council Plan and the Long Term Financial Plan to ensure the affordability of activities included in the Council Plan.

## Strategic Resource Plan



A Glossary of Terms is attached in Appendix A.

Appendix B details Council's Standard Financial Statements which are an outcome of this SRP.

### 1.5 KEY STRATEGIC DIRECTIONS

The following table highlights the key strategies of this SRP. Each section includes detailed analysis to support the strategies. The key strategies provide direction for the preparation of the 2013-2014 Budget.

| Section                                        | Strategic Direction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section 3: Colac Otway financial indicators    | <p>That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.</p> <p>That Colac Otway Shire Council applies the outcomes of this SRP to the 2013-2014 Budget.</p> <p>That Colac Otway Shire Council reduces its underlying operating deficit over the life of this SRP and reaches an adjusted operating surplus within 4 years.</p>                                                                                                                                                                                                                                                                                                                                                          |
| Section 4: Long-term borrowing strategies      | <p>That Colac Otway Shire Council, based on compliance with the State Government Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.</p> <p>That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate &amp; charges revenue dollar, towards interest and principal, over the life of this SRP.</p> <p>That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.</p>                                                                                                                                                                                                                                               |
| Section 5: Notional reserves                   | <p>That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.</p> <p>Reserves are fully backed with cash at the end of each financial year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Section 6: Rating and other revenue strategies | <p>That Colac Otway Shire Council retains capital improved value (CIV) as its valuation base.</p> <p>That Colac Otway Shire Council provides a municipal charge that is 10 percent of rates and charges to ensure an equitable contribution towards the unavoidable fixed costs of Council.</p> <p>That Colac Otway Shire Council:</p> <ul style="list-style-type: none"> <li>■ directly charges waste collection and recycling costs and the cost of disposal of domestic waste, to those ratepayers who receive the service; and</li> <li>■ bases future increases on real cost increases, EPA, regulatory and safety requirements.</li> </ul> <p>That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with</p> |

## Strategic Resource Plan



| Section                                   | Strategic Direction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           | <p>Council Plan objectives.</p> <p>That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.</p> <p>That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Section 7: Asset management               | <p>That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.</p> <p>That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.</p> <p>That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.</p> |
| Section 8: Capital works                  | <p>That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.</p> <p>That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.</p>                                                                                                                                                                                                                                                                                                                                                                                           |
| Section 9: Service provision and planning | <p>That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Section 10: Strategic Financial Plan      | <p>That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## Strategic Resource Plan



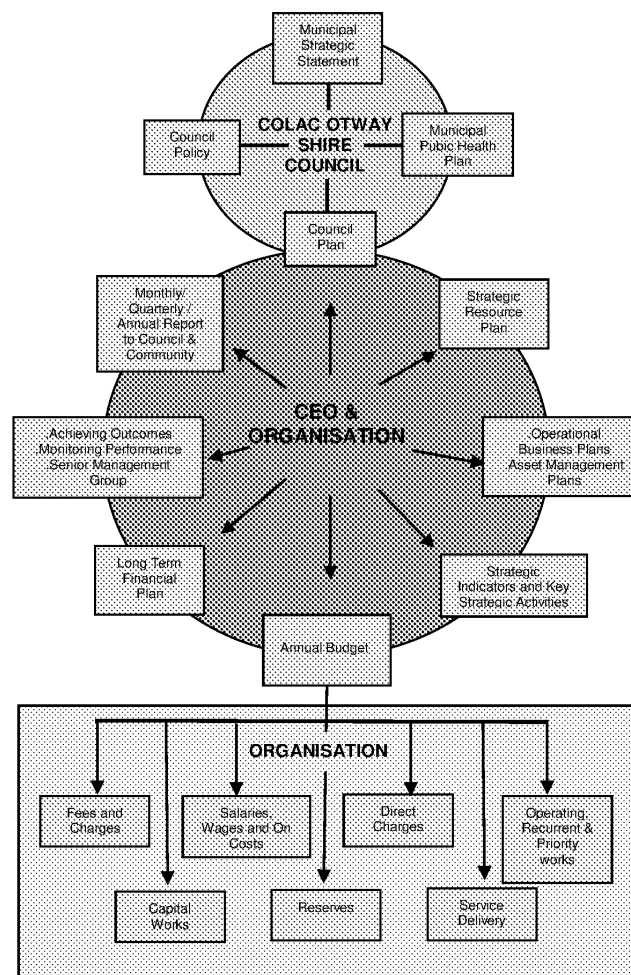
## 2. LINK BETWEEN STRATEGIC RESOURCE PLAN AND COUNCIL PLAN

### 2.1 STRATEGIC PLANNING FRAMEWORK

The diagram below shows the links between the SRP and the balance of the corporate planning framework.

As the diagram illustrates, Council sets the strategic direction to provide the Chief Executive Officer with the necessary guidance to develop and implement plans, actions and strategies to achieve these strategic outcomes.

The key strategic documents include the Council Plan, Municipal Strategic Statement and Public Health Plan. These plans are prepared in accordance with Council policies.

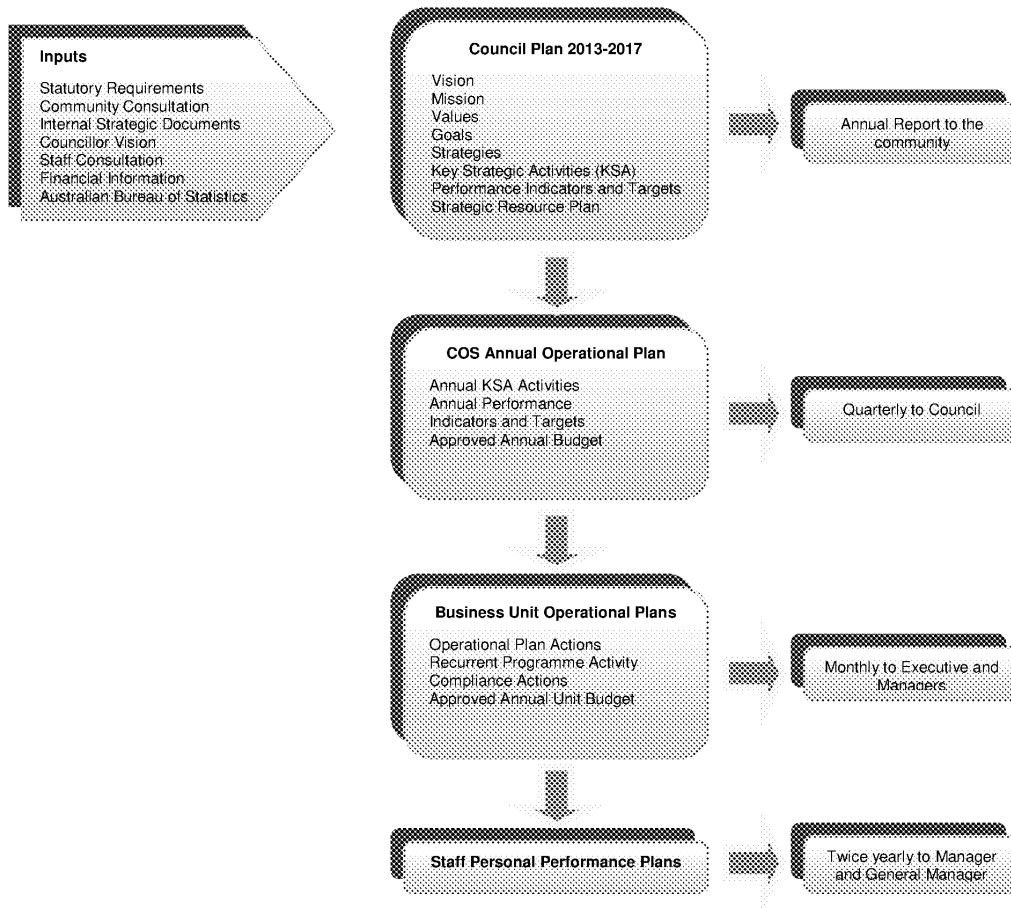


## Strategic Resource Plan



The strategic planning framework incorporates the Council Plan and Business Plans all linked together and importantly resourced by the Annual Budget.

The diagram below depicts this framework:



The planning framework provides for the Council Plan strategies to be linked to Business Plan actions that are funded and resourced through the Annual Budget.

The organisation then measures and monitors performance and reports to internal and external stakeholders as required.

Council receives formal reports on a quarterly basis detailing progress against its Council Plan and against the Annual Budget.

## Strategic Resource Plan



### 3. COLAC OTWAY SHIRE COUNCIL FINANCIAL SUSTAINABILITY

#### 3.1 INTRODUCTION

Developing financial strategies for councils is often a difficult process.

- Is council achieving a sufficient amount of revenue to provide services to the community?
- What should the target be in respect to resourcing expenditure on new assets (capital expenditure)?
- What is Council's targeted renewal investment and is this maintaining an acceptable level of service for the community?
- What is an acceptable rate and charge increase?
- What is an acceptable level of debt?

Some of these answers may come from Prudential Guidelines established by industry bodies such as the Department of Planning and Community Development. However, a great deal is left for each Council, as an individual entity, to determine. How does Council gather appropriate data on which to base decisions about its financial future?

The use of financial indicators that assess the comparative financial position of each council in Victoria provides a valuable source of information in establishing financial strategies.

These indicators highlight the relative financial strengths of each council and uncover the opportunities that councils may grasp for improvement. The indicators are used to identify trends in financial sustainability.

This section includes:

- Benchmarking;
- Analysis of Council's financial sustainability from the perspective of the Municipal Association of Victoria (MAV) and the Victorian Auditor General (VAGO); and
- Operating surplus exclusive of capital income and abnormal items.

#### 3.2 BENCHMARKING

The benchmarking programme in this SRP is compiled by Strategy Plus from financial data contained in annual reports from other councils.

This benchmarking ensures data is comparable under the current regulations however may differ from Council's own benchmarking calculations.

The State Government measures councils' performance by benchmarking between councils and establishes a number of Key Performance Indicators (KPIs) for each council to use.

The KPIs have been derived from Council's Annual Reports.

## Strategic Resource Plan



The number of councils in each category is shown in the table below.

| Category Description | Councils within Category |
|----------------------|--------------------------|
| Inner Metro          | 18                       |
| Outer Metro          | 13                       |
| Regional Cities      | 8                        |
| Large Rural          | 19                       |
| Small Rural          | 21                       |
| Total                | 79                       |

These key performance indicators are detailed within the relevant chapters of the SRP, and assist Council to compare its position to other large rural councils.

### 3.3 ANALYSIS OF COUNCIL'S FINANCIAL SUSTAINABILITY

#### 3.3.1 Financial Sustainability

The concepts most people use in their personal and business lives are basically the same as those that should be applied to local government; however, those concepts need some modification.

Councils are perpetual corporations that manage intergenerational community services and assets. Councils provide the legal framework by which communities own infrastructure and assets collectively.

The Australian Local Government Association's (ALGA's) definition of financial sustainability is worth noting:

*"A Council's long-term financial performance and position is sustainable where planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."*

It is against this definition then that the sustainability of Colac Otway Shire Council can be assessed. Interestingly the MAV assessment indicates Council is at "low risk" whilst the Victorian Auditor General's Office indicates "there are no financial viability concerns identified for Colac Otway Shire Council".

#### *Underlying Operating Surplus/Deficit*

The underlying operating result is the operational result (balanced, surplus or deficit) less the removal of gifted assets, developer contributions, asset revaluations, and write offs and impacts of asset sales.

Capital income is further deducted on the grounds it represents an "unmatched" income (expenditure is not included) and it is a non-recurring income source. The aim is to reach an underlying operating position and then to assess whether this has added to or has eroded the net asset base of Council.

Council's underlying operating deficit for 2011-2012 was \$1.49 million which this SRP is addressing to restore to a surplus over the next four years.

## Strategic Resource Plan



### *Liquidity*

The MAV assessment asserts a working capital ratio of 150 percent is generally considered desirable. The analysis considers that Councils with working capital above 150 per cent may have the capacity to reduce long-term debt.

This needs to be tempered with whether Council has an appetite for the use of debt funding for investment decisions. Put simply, if Council utilises debt then lower levels of liquidity are acceptable, however if Council has a low appetite for debt then higher liquidity levels are required to fund Council's investment decisions.

There is therefore a need to analyse on a regular basis future cash needs of Council's investment decisions, so ensuring funds are available to back reserves, grants received in advance and carry forward projects.

### *Rate effort*

The ability to increase rate revenue is a significant factor in determining whether Council is potentially at risk. Council's rating effort has been satisfactory though when benchmarked was below the average effort of the large Council group.

### *Cost and efficiency*

Council performs well here and is statistically a "low cost" council. Council's employee cost as a percentage of adjusted expenditure was 40.8%, compared with the average result for large rural shires of 36.4%.

### *Population growth and demographic change*

Population and demographic changes have a direct impact on Council costs. For example, population declines can result in higher unit costs of service delivery because of the fixed nature of some costs. Rapid population growth can place significant financial pressure on councils to put new or expanded services in place.

Colac Otway Shire's average annual population change places no significant financial pressure to put new or expanded services in place.

However, changing demographics places significant pressure on services due to differing demographics requiring different services. For example, aging populations require different services (home care and retirement villages) to that of the younger generations (schools and sporting facilities).

Colac Otway Shire's demographics do place considerable pressures on the need to put new or expanded services in place.

---

### **3.3.2 Victoria Auditor General**

The Victoria Auditor General's Office (VAGO) in late 2007 prepared a report on Local Government which outlined for the first time a detailed analysis on the financial sustainability of Councils and Regional Library corporations.

In the table below the indicators are collected to assess financial sustainability. This information has been collected since 2007-2008.

## Strategic Resource Plan



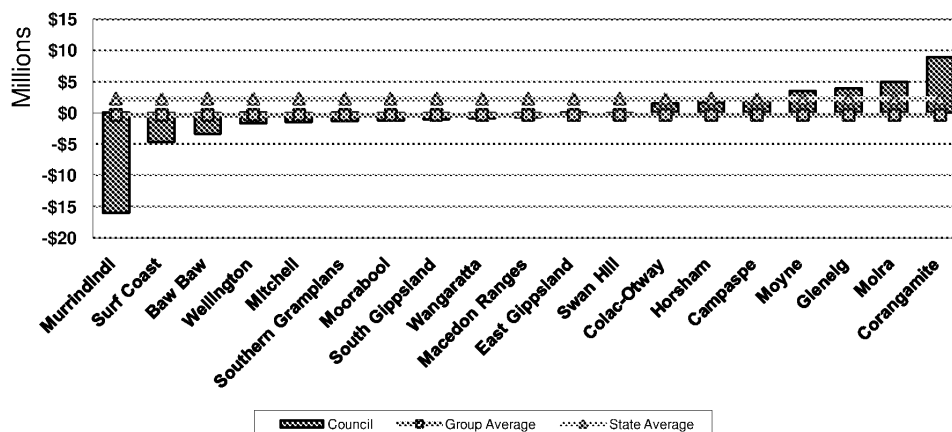
The VAGO's indicators of Council viability are listed below with 2010/11 results.

| Indicator                            | Calculation                                   | Explanation                                                                                                                                                                    | Results<br>2011/12 |
|--------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Underlying result                    | Adjusted net surplus/total underlying revenue | Adjusted net surplus is calculated by removing non-cash developer contributions and one-off items from statement of income and expenditure.                                    | 3.22%              |
| Liquidity                            | Current Assets/Current Liabilities            | Measure of ability to pay existing liabilities within 12 months.                                                                                                               | 2.73               |
| Indebtedness                         | Non-current liabilities/own sourced revenue   | Compares non-current liabilities (including loans) to own source revenue. Own-sourced revenue is used because it does not include capital grants.                              | 39.5%              |
| Self-financing                       | Net Operating cash flow/underlying revenue.   | This is a measure of local government's ability to fund the replacement of assets from cash generated by their operations: the higher the percentages, the more able to do so. | 33.15%             |
| Investment Gap (Capital Replacement) | Capital Spend/Depreciation                    | This is a measure of whether local governments are spending on infrastructure at a greater rate than the infrastructure is depreciating.                                       | 1.36               |
| Renewal Gap (VAGO)                   |                                               | Compares the rate of spending on existing infrastructure, property, plant and equipment through renewing, restoring and replacing existing assets with depreciation.           | 1.10               |

### 3.4 OPERATING SURPLUS EXCLUSIVE OF CAPITAL INCOME AND ABNORMAL ITEMS

One of Colac Otway Shires long-term financial goals is to achieve an operational surplus without the inclusion of any capital income (against which there is no matching expenditure in the operating statement) and abnormal items such as granted assets.

#### Adjusted Operating Surplus/(Deficit) 2011-12 - Large Rural Councils



**Strategic Resource Plan**



**Strategic Direction**

1. *That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.*
2. *That Colac Otway Shire Council applies the outcomes of this SRP to the 2012-2013 Budget.*
3. *That Colac Otway Shire Council reduces its underlying operating deficit over the life of this SRP and reaches an adjusted operating surplus within 4 years.*

## Strategic Resource Plan



# 4. LONG-TERM BORROWING STRATEGIES

## 4.1 INTRODUCTION

This section includes:

- Background to Colac Otway Shire Council's current debt portfolio;
- Measuring what level of debt is appropriate;
- Loan borrowings policy;
- Financial indicators;
- Prudent debt level;
- Future loan programme.

## 4.2 BACKGROUND TO CURRENT DEBT PORTFOLIO

The table below highlights Council's interest-bearing liabilities, i.e. the movements that have occurred over the past two financial years, the 2013 forecast and the 2012-2013 and 2013-2014 likely budget projections.

| Debt Type       | Position at<br>30 June 2011<br>\$'000s | Budget at<br>30 June 2012<br>\$'000s | Projection at<br>30 June 2013<br>\$'000s | Projection at<br>30 June 2014<br>\$'000s | Projection at<br>30 June 2015<br>\$'000s |
|-----------------|----------------------------------------|--------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------|
| Loan borrowings | 4,845                                  | 4,188                                | 4,974                                    | 4,919                                    | 4,336                                    |

Loan borrowings for 2013-2014 of \$0.406 million are reflected in the above table.

## 4.3 MEASURING WHICH LEVEL OF DEBT IS APPROPRIATE

Deciding an appropriate debt level is a difficult task. Each council is different and the level of debt that is appropriate for Colac Otway Shire Council may not be acceptable for another council.

The following factors are seen as important issues for consideration by Colac Otway Shire Council:

- level of debt servicing as a proportion of rate revenue;
- ability to raise revenue in addition to rates;
- level of realisable assets to support the indebtedness;
- achieving the right mix of capital works and debt commitments;
- growth rate of municipality;
- community needs; and
- demographics

Colac Otway Shire Council has had minimal borrowings in the past. This has a direct consequence of reducing the amount of funding available to complete capital works in future years. Council is now in a position to determine the appropriate level of debt that will allow for a strong annual capital works programme into the future.

Council is responsible and accountable for indebtedness and the cost of debt servicing needs to be controlled to manageable levels. The table below highlights the relative debt levels of councils within the large shire grouping at 30 June 2012. Colac Otway Shire Council's relative debt level is also shown.

## Strategic Resource Plan



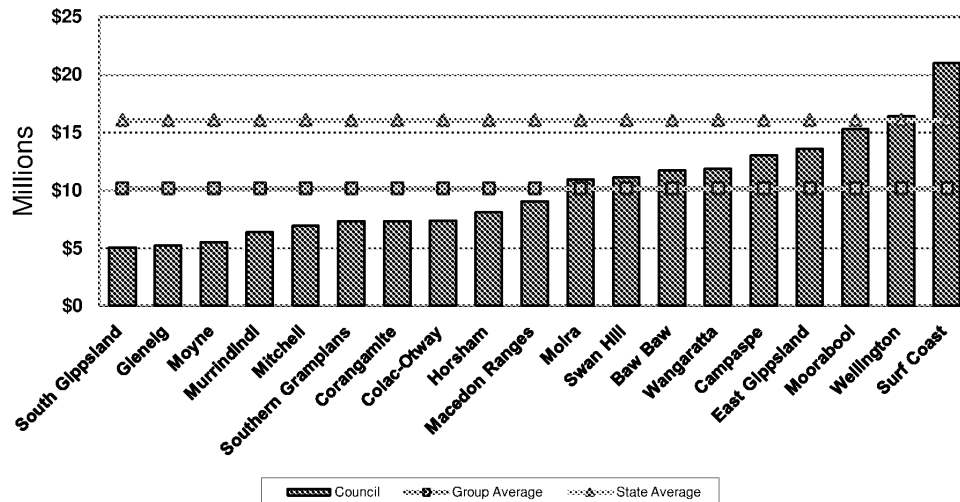
By comparing a number of different debt ratios within the large rural council grouping, Colac Otway Shire Council can begin to consider what level of debt is appropriate.

| Council                   | Debt Servicing / Total Revenue | Debt Commitment / Rates | Total Debt / Realisable Assets | Debt Commitment / Own Source Revenue | Total Debt / Own Source Revenue | Total Debt / Rate Revenue |
|---------------------------|--------------------------------|-------------------------|--------------------------------|--------------------------------------|---------------------------------|---------------------------|
| South Gippsland           | 0.16%                          | 4.08%                   | 12.70%                         | 3.54%                                | 14.89%                          | 17.13%                    |
| Glenelg                   | 0.40%                          | 4.07%                   | 15.82%                         | 3.29%                                | 19.55%                          | 24.24%                    |
| Macedon Ranges            | 0.40%                          | 4.52%                   | 15.53%                         | 3.56%                                | 21.54%                          | 27.38%                    |
| Mitchell                  | 1.01%                          | 5.79%                   | 18.22%                         | 4.58%                                | 21.88%                          | 27.67%                    |
| Baw Baw                   | 1.09%                          | 7.23%                   | 15.18%                         | 6.03%                                | 27.73%                          | 33.25%                    |
| Colac-Otway               | 0.87%                          | 4.58%                   | 19.09%                         | 3.77%                                | 27.86%                          | 33.82%                    |
| East Gippsland            | 1.27%                          | 4.12%                   | 16.60%                         | 3.26%                                | 27.48%                          | 34.70%                    |
| Moyne                     | 0.40%                          | 3.24%                   | 12.12%                         | 1.75%                                | 19.41%                          | 35.83%                    |
| Wellington                | 1.57%                          | 16.63%                  | 22.12%                         | 13.81%                               | 33.10%                          | 39.87%                    |
| Moir                      | 1.38%                          | 5.87%                   | 25.23%                         | 5.04%                                | 36.81%                          | 42.91%                    |
| Campaspe                  | 0.46%                          | 1.94%                   | 13.20%                         | 1.19%                                | 26.67%                          | 43.64%                    |
| Horsham                   | 0.75%                          | 5.13%                   | 11.44%                         | 3.64%                                | 32.13%                          | 45.23%                    |
| Corangamite               | 0.52%                          | 7.13%                   | 0.00%                          | 5.15%                                | 33.24%                          | 45.99%                    |
| Murrindindi               | 1.24%                          | 9.87%                   | 15.17%                         | 7.12%                                | 33.88%                          | 46.96%                    |
| Southern Grampians        | 0.85%                          | 4.74%                   | 13.95%                         | 3.12%                                | 34.07%                          | 51.77%                    |
| Swan Hill                 | 1.06%                          | 7.93%                   | 20.76%                         | 6.11%                                | 40.89%                          | 53.11%                    |
| Wangaratta                | 1.22%                          | 10.19%                  | 23.83%                         | 7.66%                                | 40.61%                          | 54.00%                    |
| Surf Coast                | 2.34%                          | 6.71%                   | 21.75%                         | 5.69%                                | 49.83%                          | 58.80%                    |
| Moorabool                 | 2.48%                          | 12.82%                  | 28.03%                         | 11.29%                               | 59.39%                          | 67.45%                    |
| Average                   | 1.02%                          | 6.66%                   | 16.88%                         | 5.24%                                | 31.63%                          | 41.25%                    |
| Median                    | 1.01%                          | 5.79%                   | 15.82%                         | 4.58%                                | 32.13%                          | 42.91%                    |
| State Average (excl Melb) | 0.85%                          | 5.23%                   | 12.43%                         | 4.19%                                | 28.29%                          | 36.09%                    |
| Ranking                   | 9                              | 7                       | 13                             | 9                                    | 9                               | 6                         |

## Strategic Resource Plan



### Debt Levels 2011/12- Large Rural Councils



The table also details the financial ratios with respect to debt management with the large rural councils and highlights the following points.

Colac Otway Shire Council's debt position as compared to the councils in their group can be described as follows:

- Colac Otway Shire's debt level is below the group average.
- Colac Otway Shire's Council's financial ratios are well within State government prudential guidelines.
- The debt commitment ratio of 4.58 percent in 2011-12 meant ratepayers funded principal redemption and interest at 4.58 cents in every dollar of rates paid.

Council's debt is relatively low providing the opportunity to review its policy going forward and begin to use debt as a means of financing new capital where the life of the asset exceeds a generation.

This ensures new residents pay their share for the new facilities provided by Council.

Borrowings should be used only for the purchase of or the construction of assets that provide a return to the community. Whether that return be a purely financial return or provides some intrinsic or non-financial return, but there needs to be some form of return to the community in order to justify the investment.

#### 1.4 BORROWING ASSESSMENT POLICY

Council has assessed its capacity to borrow against the Victorian State Government's Prudential Guidelines.

The administration of the Local Government sector's borrowing involves:

- The collation of the sector's borrowing requirements through an annual survey;
- The assessment of individual council's borrowings; and
- Recommendation to the Department of Treasury and Finance (DTF) of the aggregate net new borrowing requirement of the sector.

## Strategic Resource Plan



All borrowings by individual councils are assessed under a borrowings assessment policy adopted by the Local Government Division.

The policy identifies five key areas of financial management with certain thresholds that are required to be met.

| Area                   | Financial Indicator                                  | Threshold (Prudential Guidelines) | Position 2009-10 | Position 2010-11 | Position 2011-12 |
|------------------------|------------------------------------------------------|-----------------------------------|------------------|------------------|------------------|
| <b>Liquidity</b>       | Current Assets to Current Liabilities                | <b>1:1.1</b>                      | 2.18             | 2.41             | 2.73             |
| <b>Debt Exposure</b>   | Total Indebtedness to Total Realisable Assets        | <b>50%</b>                        | 12.88%           | 13.03%           | 19.09%           |
| <b>Debt Management</b> | Total Debt as a % of Rate Revenue                    | <b>80%</b>                        | 22.40%           | 23.67%           | 33.82%           |
| <b>Debt Servicing</b>  | Debt Servicing Costs as a % of Total Revenue         | <b>5%</b>                         | 0.39%            | 0.86%            | 0.87%            |
| <b>Debt Commitment</b> | Debt Servicing and Redemption as a % of Rate Revenue | <b>10%</b>                        | 2.40%            | 3.52%            | 4.58%            |

Colac Otway Council is well within the State Government Prudential Guidelines as at 30 June 2012 and is forecast to be within these as at 30 June 2013.

### 4.5 WHAT DO THE FINANCIAL INDICATORS MEAN?

Detailed below is Council's performance on a number of the financial indicators which are necessary for borrowing approval by State Government.

#### 4.5.1 Liquidity – threshold 1.5:1

*Current Assets to Current Liabilities*

This indicator reflects the short-term liquidity position; that is, Council's ability to repay current commitments from cash or near cash assets. Councils with a ratio of 1.1:1 and below, or with a deteriorating trend, may be financially at risk of not being able to meet creditors' commitments. Council's working capital ratio over the life of the SRP is illustrated in the table below.

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---------|---------|---------|---------|---------|---------|
| 2.73    | 1.34    | 1.40    | 1.38    | 1.27    | 1.56    |

#### 4.5.2 Debt Management – Threshold 80 percent

*Total Debt as a percentage of Rate Revenue*

The *Local Government Act (1989)* requires that all loans are secured against the revenue stream from rates. A council with total debt in excess of the revenue from rates would be unable to meet all debt commitments from rate revenue should they be required to be repaid at the one time. A threshold of 80 percent has been set. Council's ratio over the life of the SRP is illustrated in the table below.

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---------|---------|---------|---------|---------|---------|
| 33.8%   | 25.6%   | 21.2%   | 17.6%   | 14.1%   | 10.9%   |

## Strategic Resource Plan



### 4.5.3 Debt Servicing – Threshold 5 percent

#### *Debt Servicing Costs as a percentage of Total Revenue*

This indicator reflects the proportion of total revenue that is used to service debt (interest on outstanding debt and any loan administration charges) and which cannot be used directly for service delivery. A threshold of **5 percent** has been set. Council's ratio over the life of the SRP is illustrated in the table below.

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---------|---------|---------|---------|---------|---------|
| 0.87%   | 0.86%   | 0.93%   | 0.79%   | 0.66%   | 0.52%   |

To encourage longer term planning by councils, the framework also includes an assessment of reasons for the new borrowings. This rationale is explained in Council's policy, which is to fund long-term intergenerational assets from loan funds to ensure intergenerational equity.

### 4.6 WHAT IS A PRUDENT DEBT LEVEL?

An additional ratio, debt commitment, details how much of Council's rate dollar is being spent to repay debt and interest as an overall percentage of Council's rate revenue

Council's new policy is to retain debt commitment costs below 5 cents in the dollar. That is, for every dollar of rate revenue received, the cost to service debt (principal and interest) should not exceed 5 cents.

There are limits on borrowings due to the costs of interest payments. If Council were to borrow too heavily it would result in an inability to invest in capital works due to funds being consumed in debt repayment. Therefore achieving a balance is important.

Along with the State Government Prudential Guidelines Council proposes to limit its debt servicing and redemption costs to 5 cents in every rate dollar. This will mean at any time Council will:

- Be within State Government prudential guidelines; and
- Not exceed 5 cents in the dollar for the cost of debt servicing and redemption (interest and principle).

In 2011-12, 4.58 cents in the rate dollar received was to service debt – both principal and interest payments.

### 4.7 FUTURE LOAN PROGRAMME

The use of loans to fund capital expenditure is an effective mechanism of linking the payment for the asset to successive generations who receive benefits over the life of that asset. This matching concept is frequently referred to as "intergenerational equity".

The intergenerational equity theory is based on the premise that successive generations and new residents should contribute to infrastructure or facilities that they will enjoy and benefit from. Generally these include major facilities (preschools, halls, arts centres) where the benefit of the investment will extend beyond the current ratepayers.

Council will review its need for loan funds annually when consideration of the capital investment programme is undertaken.

An indicative level of borrowing will be applied to the 2013-2014 SRP following the development of a 10-year capital works programme.

## **Strategic Resource Plan**



Council, following the adoption of a **10-year** capital works programme will review the level of the borrowings within the policy limit.

### **Strategic Direction**

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

## Strategic Resource Plan



# 5. STATUTORY AND OTHER RESERVES

## 5.1 INTRODUCTION

Victorian councils have traditionally operated with reserve funds that are allocated for specific purposes. These funds do not necessarily have bank accounts of their own but are a component of the cash held by Council.

The use of reserves provides Council with alternative funding options to consider alongside rates, grants user fees and borrowings.

## 5.2 NATURE AND PURPOSE OF RESERVES

The purpose of reserves is to provide cash to fund the activities of Council. The simplest explanation is to think of cash reserves as a savings account building up over the years to acquire an asset. Cash reserves used in this way have the effect of minimising the rate increases that Council would otherwise seek from the community to fund community infrastructure and Council activities. Cash reserves also have the effect of providing working capital to support Council activities throughout the year. Given that Council receives its income generally in several instalments the working capital allows Council to continue to "pay its bills". An additional benefit is the interest income received on the cash held. This income also reduces the pressure on rate increases.

Council's cash reserves are built up over many years (hence the smoothing effect on rate increases) and they are consumed as activities are undertaken and built up as new activities have funds put aside for. Examples of this are landfill rehabilitations. Council is required to undertake landfill rehabilitation works. These rehabilitations are likely to cost several million dollars. By placing funds into reserve for this purpose over ten years, the burden on ratepayers is spread over ten years rather than in the year the works are undertaken. Reserves only exist whilst there is cash to support them. For example, a landfill rehabilitation cash reserve is not a reserve unless cash supports it. A reserve not backed by cash is in actuality a provision or liability.

Colac Otway Shire Council breaks the cash reserves into the following five (5) categories:

1. Trusts and deposits
2. Statutory reserves
3. Restricted reserves
4. Identified reserves
5. Discretionary reserves

### *Trusts and deposits*

These reserves include funds held in deposits for specific purposes or as deposits and bonds held in trust.

### *Statutory reserves*

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

These reserves are for activities such as for Car Parking and Recreational Reserves, where the funds must be applied for specified statutory purposes in accordance with various legislation and contractual requirements.

## Strategic Resource Plan



### *Restricted reserves*

These funds or reserves are those reserves set up for a specific purpose, where cash is being placed aside for a specific purpose where council has a future obligation or liability. Such reserves may be a landfill rehabilitation reserve where a liability is recognised in financial statements or a reserve set up where an agreement is in place.

These funds are available only for those purposes previously agreed to by Council in the setting up of these reserves unless there is a council resolution changing the future application of these funds.

### *Identified reserves*

These funds or reserves are set up for an identified purpose. Such a reserve will have been established for a specific purpose that may not be a recognised future obligation or liability. Such reserves may include purposes such as placing funds aside for unfunded superannuation calls that Council is aware of, or a kerbside bin replacement reserve where funds are being placed aside to replace the kerbside bins at a particular point in the future. These funds are available for those purposes previously agreed to by Council in the setting up of these reserves, however Council may agree to change the future application of these funds.

### *Discretionary reserves*

These funds or reserves are set up for a purpose that may not be defined to a specific project, purpose or activity. For example, a waste management reserve that is set up to address waste management issues but not a specific waste management issue. The funds are available for those purposes previously agreed to by Council in the setting up of these reserves; however Council may agree to change the future application of these funds.

| Trusts and deposits        | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|----------------------------|-----------------------------------|-------------------------------------|
| <b>Trusts and deposits</b> | 253                               | 230                                 |
|                            | <b>253</b>                        | <b>230</b>                          |

| Statutory reserves        | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|---------------------------|-----------------------------------|-------------------------------------|
| <b>Car Parking</b>        | 128                               | 138                                 |
| <b>Recreational Lands</b> | 586                               | 584                                 |
|                           | <b>714</b>                        | <b>722</b>                          |

| Restricted reserves                    | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|----------------------------------------|-----------------------------------|-------------------------------------|
| <b>Long Service Leave</b>              | 2,243                             | 1,621                               |
| <b>Port of Apollo Bay</b>              | 1,522                             | 0                                   |
| <b>Landfill Rehabilitation (Alvie)</b> | 524                               | 581                                 |
| <b>Plant Replacement</b>               | 1,309                             | 945                                 |
| <b>Rehabilitation</b>                  | 160                               | 160                                 |
| <b>Tirrengower Drainage Scheme</b>     | 29                                | 59                                  |
|                                        | <b>5,787</b>                      | <b>3,366</b>                        |

## Strategic Resource Plan



| Identified reserves            | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|--------------------------------|-----------------------------------|-------------------------------------|
| Carried Forward Projects       | 3,264                             | 0                                   |
| Unfunded Superannuation        | 100                               | 100                                 |
| Colac Livestock Selling Centre | 472                               | 0                                   |
| Kerbside Bin Replacement       | 606                               | 436                                 |
|                                | <b>4,442</b>                      | <b>536</b>                          |

| Discretionary reserves | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|------------------------|-----------------------------------|-------------------------------------|
| Resource Development   | 0                                 | 0                                   |
|                        | <b>0</b>                          | <b>0</b>                            |

| Reserves Summary       | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|------------------------|-----------------------------------|-------------------------------------|
| Trusts and Deposits    | 253                               | 230                                 |
| Statutory Reserves     | 714                               | 722                                 |
| Restricted Reserves    | 5,787                             | 3,366                               |
| Identified Reserves    | 4,442                             | 536                                 |
| Discretionary Reserves | 0                                 | 0                                   |
|                        | <b>11,196</b>                     | <b>4,854</b>                        |

### Strategic Direction

1. That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.
2. Reserves are fully backed with cash at the end of each financial year.

## Strategic Resource Plan



# 6. RATING AND OTHER REVENUE STRATEGIES

## 6.1 INTRODUCTION

This section includes:

- Valuations
- Background to present rating system;
- Components of Council's rating base;
- Rates and charges Budget 2011/12;
- Rating strategy;
- Waste services;
- Grant revenue;
- Victoria Grants Commission; and
- Fees and charges revenue.

## 6.2 VALUATIONS

### 6.2.1 General valuation

Valuations are conducted under the provisions of the *Valuation of Land Act (1960)* with each separate occupancy on rateable land calculated at its net annual value (NAV), capital improved value (CIV), and site value (SV).

Valuations are carried out using Valuation Best Practice Principles as set down by the State Government Valuer General. In Colac Otway Shire, data on every property is recorded and used by independent valuers with sales, rentals and other information to determine the valuations.

A general valuation (revaluation) establishes the value of a property relative to all other properties, that is, its market relativity. Valuations form the basis of Council's rating system; therefore, their accuracy is of paramount importance.

General valuations are required every two years. This ensures a common date is used for all valuations. The 2012 revaluation was undertaken based on property values as at 1 January 2012.

The revaluation does not in itself raise the total rate income for Council, as the rates are distributed based on the property value of all properties across the Shire. As a result of the revaluation, some property owners may pay more in rates and others less, depending on the new valuation of their property, relative to others.

### 6.2.2 Definitions of valuations

Colac Otway Shire Council uses the capital improved method of valuation (CIV), which is the market value of a property including land, buildings and improvements. CIV has the following long-term advantages relative to other valuation bases:

- flexibility to apply an unlimited range of strategic differentials;
- does not prejudice the industrial, commercial and retail sectors in terms of the rate burden; and
- is easier for people to understand.

## Strategic Resource Plan



The other valuation bases the valuer is required to return are:

- Site value (SV) which is the market value of land excluding improvements (used by the State Revenue Office to determine land tax); and
- Net annual value (NAV) which represents the reasonable annual rental of a property, minus specified outgoings. In most cases this is five percent of the CIV.

### 6.2.3 Supplementary valuations

Supplementary valuations are made during the financial year when a significant change to the valuation occurs.

The most common causes for supplementary valuations are:

- construction of a new dwelling or building;
- subdivision of a property; or
- consolidation of properties.

Council presently undertakes this task on a monthly basis.

As a result of a supplementary valuation, a rate notice is issued to reflect any change in rates.

## 6.3 RATING STRATEGY

### 6.3.1 Principles and Options

Colac Otway Shire Council's rating strategy establishes a framework by which rates and charges will be shared by the community. In developing a long-term financial plan, rates and charges are an important source of revenue.

The rating system determines how Council will raise money from properties within the municipality. It does not influence the total amount of money to be raised, only the share of revenue contributed by each property.

Council and the community invariably confront trade-offs and the principles are designed to improve the quality of decision making in this environment. The principles set out below were synthesized from a number of sources including the work published by a number of authors quoted in the Productivity Commission report, *Assessing Local Government Revenue Raising Capacity*.

Use was also made of long-established principles in the public finance and economics literature, as well as some of the principles outlined in recent Financial Sustainability reports around the nation.

The proposed principles listed below are further explained in Appendix B:

- Sustainable financial management;
- Evaluating and setting priorities;
- Core functions;
- Identifying cost of service delivery;
- Prudent borrowings for infrastructure;
- Rate setting and pricing for services;
- Openness and transparency, and
- Providing services on behalf of other tiers of government.

## Strategic Resource Plan



The wider and more rigorous application of the principles offers Council a way to determine more effectively which services local communities really want or value and how much they are prepared to pay for them.

Council can then exercise its legitimate governance role and determine not only who wants what service and who benefits but what is socially equitable, that is, who pays how much.

### 6.4 BACKGROUND TO THE PRESENT RATING SYSTEM

Prior to dealing with the rating strategy, it is important to have a broad knowledge of the present rating structure.

The SRP uses the rating strategy current at the time of preparation and is assumed to apply consistently across the life of the SRP.

Council has six different categories across which five differential rates apply.

| Rating Category                          | Rates Differential |
|------------------------------------------|--------------------|
| Residential – Colac                      | 100%               |
| Residential – Balance of shire           | 85%                |
| Rural farm                               | 79%                |
| Holiday Rental                           | 100%               |
| Commercial/Industrial – Colac            | 165%               |
| Commercial/Industrial – Balance of shire | 140%               |

### 6.5 COMPONENTS OF COUNCIL'S RATING BASE

#### 6.5.1 Introduction

Colac Otway Shire Council levies differential rates, annual service charges and a municipal charge, to raise its annual rates and charges revenue. The legislative basis of the following and details of how they apply to Colac Otway Shire are available upon request:

- Differential Rates – Legislation;
- Municipal Charges;
- Special Rates and Charges;
- Service Rates and Charges; and
- Rebates and Concessions

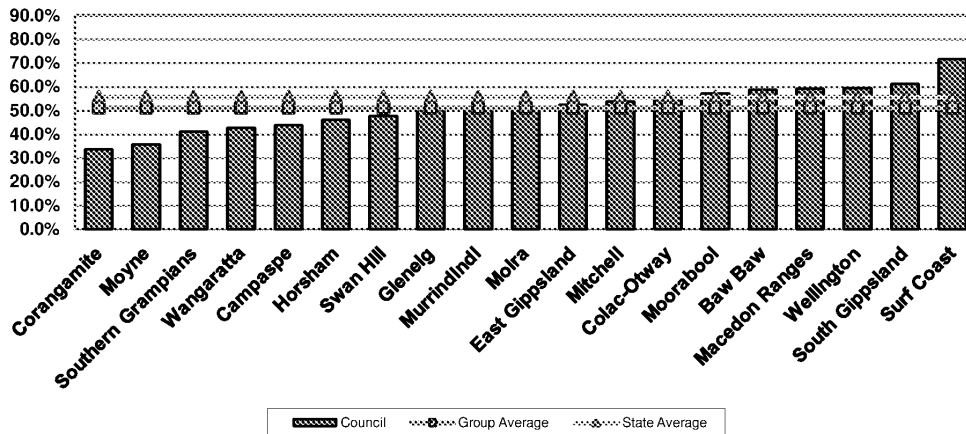
### 6.6 ASSESSMENT OF CURRENT RATING LEVELS

Comparing the relativity of rating levels between councils can be a difficult exercise due to debate over the most appropriate methods to use and the inability to take into account the intricacies of rating structures in different councils. Also, cash holdings of municipalities vary and councils have significantly different infrastructure needs and geographic sizes. For example, Surf Coast Shire is 1,560 square kilometres, compared to Colac Otway Shire at 3,433 square kilometres and Wellington Shire at 10,200 square kilometres.

## Strategic Resource Plan

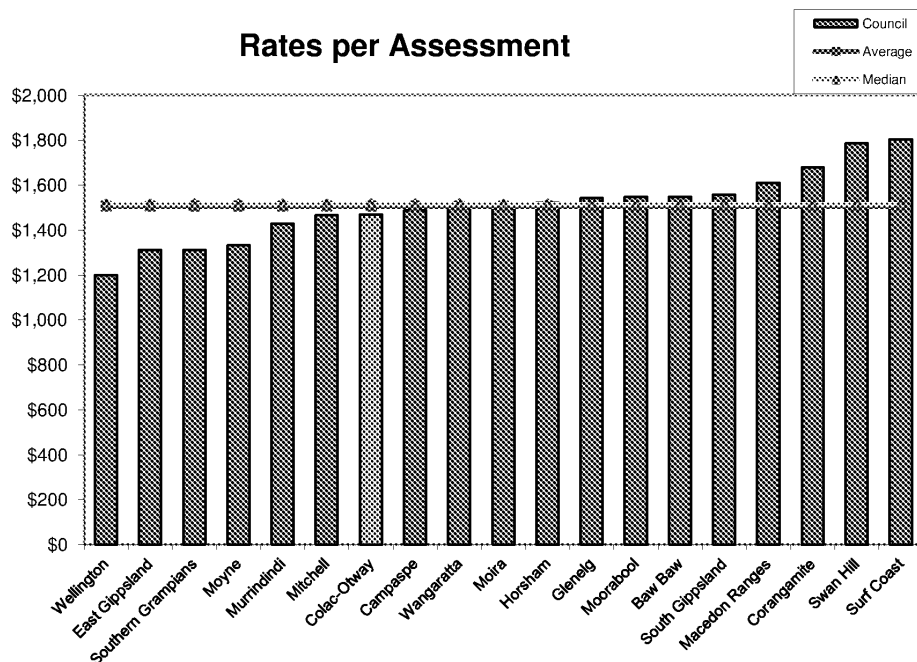


**Rates as % of Total Revenue 2011-12  
- Large Rural Councils**



Each municipality also has significantly different levels of capital works, funding structures for capital works and varying debt levels. On rates per assessment basis in the 2011-12 financial year, Colac Otway Shire Council was about average for the large shire group and state average.

**Rates per Assessment**



## Strategic Resource Plan



### 6.7 RATES AND CHARGES BUDGET – 2012-2013

#### 6.7.1 Introduction

This section details issues regarding rating parameters.

#### 6.7.2 Revenue – rate and municipal charge changes

A key decision of Council during the life of the SRP is to determine the level of rate increase that will address funding levels for capital works, service provision for the municipality and improve Council's long-term financial sustainability.

The base assumption of the SRP is centred on the first year of the SRP, which then provides a basis for future years.

The SRP includes indicative changes to the rates and municipal charges that are required to meet the continued delivery of capital works, service provision for the municipality and to improve Council's long-term financial sustainability as determined by Council.

The basis of the municipal charge is now a percentage of the total rates and charges rather than a set value. This treats the municipal charge in the same manner as a rating differential and additionally is on the same basis as the maximum permissible municipal charge as stipulated in the Local Government Act.

Council's required additional rate and municipal charge revenue from 2013-2014 is \$1.457 million based on a 6.00 percent increase over the 2012-2013 rate revenue.

### 6.8 WASTE SERVICE CHARGES

#### 6.8.1 Introduction

Council is empowered under Section 162(1) (b) of the *Local Government Act (1989)* to levy a service charge for the collection and disposal of refuse.

Colac Otway Shire Council has typically used this option through the raising of garbage and recycling charges on the annual rate assessment.

The purpose of this charge is to meet the costs of delivering a general waste collection service and includes: putrescibles, green waste and recycling activities throughout the Council collection area.

Colac Otway Shire's charge will be \$282 (weekly collection) and \$186 (fortnightly collection) per rateable property within the collection area and is on a cost recovery basis, i.e. all revenue collected for this charge is allocated to be spent on waste collection activities.

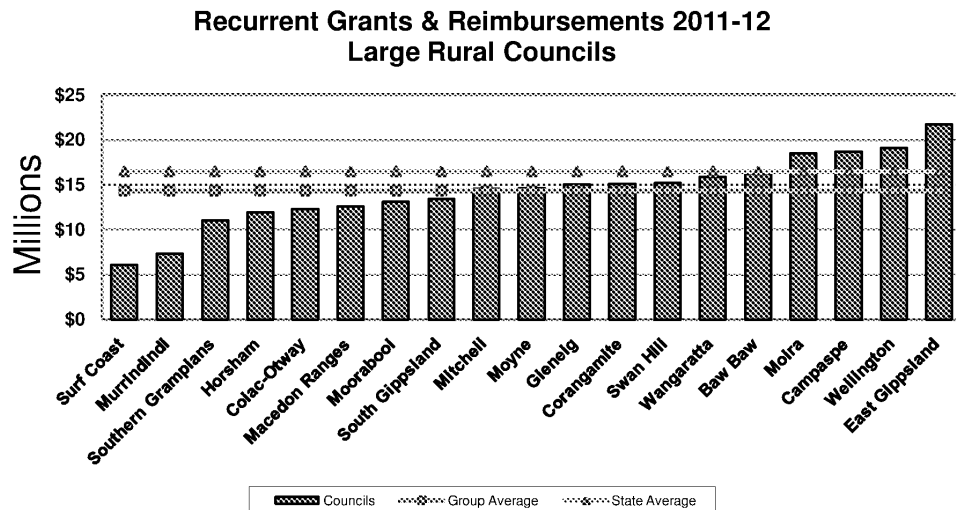
|                                            | 2011/12         | 2012/13         | 2013/14         | 2014/15         | 2015/16         |
|--------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Waste collection charge</b>             | \$2.537 million | \$2.634 million | \$2.677 million | \$2.784 million | \$2,895 million |
| <b>Weekly collection per property</b>      | 274             | 277             | 282             | 293             | 305             |
| <b>Fortnightly collection per property</b> | 186             | 186             | 186             | 193             | 201             |

## Strategic Resource Plan



### 6.9 GRANT REVENUE

As at 30 June 2012 Colac Otway Shire Council was below average in terms of receiving recurrent government grant revenue, compared to its like council grouping as outlined in the graph below.



As a benchmark Colac Otway Shire Council receives 21.5% of its revenue (as a percentage of total revenue) from operating grants compared to the average of Large Shire's at 27.0%.

Colac Otway Shire Council must continue its strong focus on securing grant revenue, particularly for capital works. With a longer-term capital works program in place Council should be able to target and focus on grants that align with its overall strategic direction. Grants, subsidies and contributions (capital and operating) at 30 June 2012 totalled \$16,534 million.

### 6.10 VICTORIA GRANTS COMMISSION

Council receives approximately 13.1 percent of its revenue from the Victoria Grants Commission. This revenue is projected at \$5.57 million in 2012-2013 and budgeted at \$5.57 million in 2013-2014.

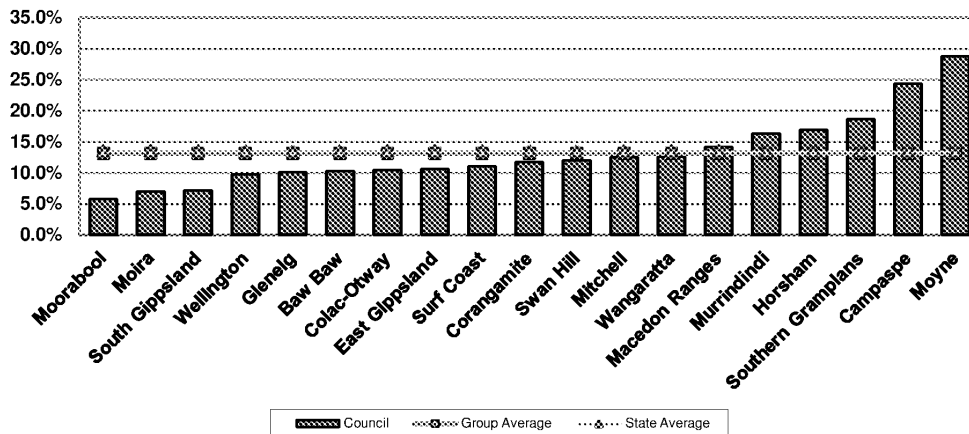
### 6.11 FEES AND CHARGES REVENUE

Colac Otway Shire Council's fees and charges revenue as a percentage of its total revenue is below the average for large councils and is outlined in the graph below.

## Strategic Resource Plan



**Fees & Charges as % of Total Revenue 2011-12  
Large Rural Councils**



Council seeks to ensure that fees and charges are determined in a methodological manner and applying consistent principles to the development of fees and charges.

### Strategic Direction

1. *That Colac Otway Shire Council retains capital improved value (CIV) as its valuation base.*
2. *That Colac Otway Shire Council provides a municipal charge that is 10 percent of rates and charges to ensure an equitable contribution towards the unavoidable fixed costs of Council.*
3. *That Colac Otway Shire Council:*
  - *directly charges waste collection and recycling costs and the cost of disposal of domestic waste, to those ratepayers who receive the service; and*
  - *bases future increases on real cost increases, EPA, regulatory and safety requirements.*
4. *That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.*
5. *That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.*
6. *That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.*

## Strategic Resource Plan



# 7. ASSET MANAGEMENT

## 7.1 INTRODUCTION

Linking asset management to Council's strategic financial direction is fundamental to achieving the goal of long-term financial sustainability.

This section includes:

- Background to Council's total asset portfolio at 30 June 2012;
- Summary of fixed assets;
- Key questions to determine service level/investment;
- Sustainability index;
- Condition assessments;
- Strategic asset management; and
- Future asset management

## 7.2 BACKGROUND TO COUNCIL'S TOTAL ASSET PORTFOLIO AT 30 JUNE 2010

Accounting for an asset requires the recognition of all costs associated with asset ownership including creation/acquisition, operations, maintenance, rehabilitation, renewal, depreciation and disposal. This "life cycle" approach needs to be recorded at an individual asset level so all the costs of owning and operating assets are known and understood.

For accounting purposes, assets are grouped into current and non-current assets. Current assets are cash or those assets that are considered to be readily convertible to cash. This asset grouping includes cash at bank, investment funds stock on hand, debtors and land held for resale.

Non-current assets consist of Council's debtor accounts not expected to be collected in the coming 12 months and Council's fixed assets. Fixed assets consist of land, buildings, plants, furniture, roads, drains, playgrounds and other similar infrastructure assets. The total value of fixed assets at 30 June 2012 is \$269.64 million. The balance of this section will focus on the fixed assets and the management strategies that Council is pursuing.

## 7.3 SUMMARY OF FIXED ASSETS

Councils all over Australia are facing the problem of ageing assets in need of renewal. Many of these assets were not initially funded by councils, but came by State and Federal government grants, developer contributions, or from a shift of responsibilities for State owned assets to Local Government. In December 1998, the then Department of Infrastructure (DOI) undertook a Victorian Local Government *Infrastructure Study – Facing the Renewal Challenge*.

Council has subsequently increased its investment in renewal and maintenance to the present level.

## Strategic Resource Plan



As at 30 June 2012, Council's fixed assets are detailed below:

| Fixed Assets                         | Position WDV<br>30 June 2011<br>\$'000s |
|--------------------------------------|-----------------------------------------|
| Land                                 | 35,528                                  |
| Land Under Roads                     | 221                                     |
| Buildings                            | 27,727                                  |
| Plant & minor equipment              | 4,710                                   |
| Fixed plant, furniture and equipment | 1,087                                   |
| Outdoor furniture                    | 1,933                                   |
| Roads                                | 128,420                                 |
| Bridges                              | 11,219                                  |
| Footpaths & Cycleways                | 7,988                                   |
| Other structures                     | 4,739                                   |
| Drainage                             | 13,174                                  |
| Kerb & channelling                   | 12,754                                  |
| Marine infrastructure                | 19,711                                  |
| Software                             | 428                                     |
| <b>Total Written-down Value</b>      | <b>269,639</b>                          |

Colac Otway Shire Council's depreciation on these assets for 2011-2012 is \$8.665 million, and the budget for 2012-2013 is \$8.466 million.

Depreciation is concerned with the rate at which Council and the community consume Council's assets. For example, each year a charge is recognised for how much of the value of a road has been used or consumed. Depreciation charges, useful lives and the rate at which the economic benefits are consumed are reassessed following condition assessments and when general valuations are undertaken.

Council has reviewed its depreciation rates as an outcome of the detailed condition assessments that have been undertaken.

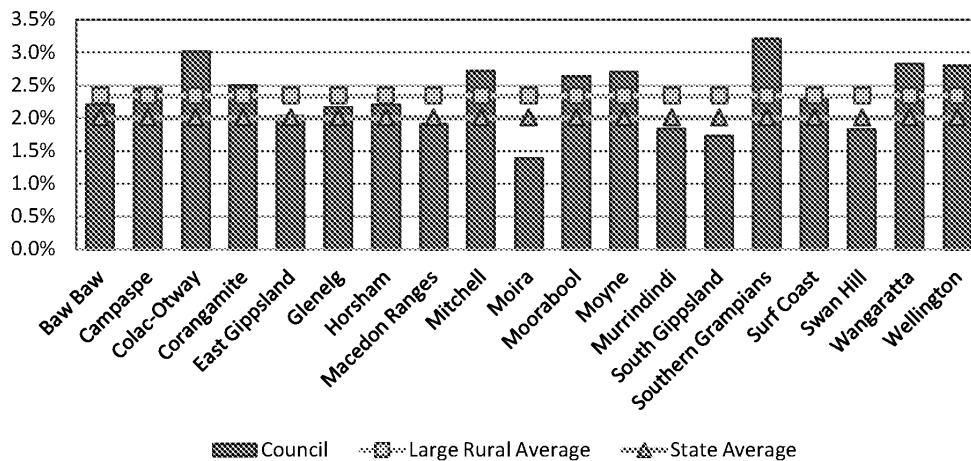
All changes to depreciation charges are reviewed by Council's external auditor (Coffey Hunt) and reported to Council's *Audit Committee* prior to being adopted by Council as part of the annual financial statements.

Council's depreciation charges as a percentage of its total assets are benchmarked and depicted in the following graph:

## Strategic Resource Plan



Depreciation /Total Assets 2011-12  
Large Rural



### 7.4 KEY QUESTIONS TO DETERMINE SERVICE LEVEL/INVESTMENT

The key questions with respect to infrastructure investment are detailed below:

1. How much does it cost ratepayers to retain the current infrastructure portfolio, that is, what is the long-term average cost of renewal plus maintenance?
2. How much will need to be spent in the short term (next 10 years) relative to the renewal expenditure invested in the recent past?
3. How much more management effort (financial and operational) will be required of Council as its assets age?
4. What assets are at the "at risk" phase (intervention level) of their life cycle and will ultimately result in their being unserviceable and unsafe?
5. What outcomes would the community and Council like to achieve with respect to asset upgrades? For example, would Council like to see an extension to the sealed road network, or playground network?
6. Are the Council assets providing the level of service expected by the community?
7. What assets should the community "manage for decline" – public halls, buildings, bridges, roads?

### 7.5 SUSTAINABILITY INDEX

The *Department of Infrastructure's* (DOI's) "infrastructure study" calculated a sustainability index for each Victorian council. The sustainability index indicates the extent of the gap between a council's current investment in asset renewal and the required level of investment to ensure the asset remains serviceable for its useful life. This is determined largely by historical factors and the long term sustainable level of costs for the existing assets. The index measures future management requirements of each council.

## Strategic Resource Plan



The sustainability index, however, only indicates the size of the problem. The index says nothing about the timing of when Council will need to make an effort and lift levels of expenditure.

Timing of works and associated funding is determined through recommendations guided by council's asset management system. The asset management system will ensure council achieves best value from its dollars across the following areas. The table following defines the type of asset expenditure.

| Type of Expenditure   | Definition                                                                                                                                                                    | Purpose/Example                                                                                                                                                                |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance           | Expenditure on an asset that maintains the asset in use, but does not increase its service potential or life.                                                                 | Life extension: Extending asset lives by repair, reducing average annual consumption costs and renewal rates, e.g. Repairing a single pipe in a drainage network or a pothole. |
| Capital Renewal       | Expenditure on an existing asset or a portion of an infrastructure network, which returns the service potential, or extends the life of the asset, to its original potential. | Retains an existing service level, e.g. Re-sheeting of road reseals, resurfacing an oval.                                                                                      |
| Capital Upgrade       | Expenditure on upgrading the standard of an existing asset to provide a higher level of service, or to extend the life of the asset beyond its original standard.             | Increases the quality of service provided to ratepayers or provides new services, e.g. Widening the pavement of a sealed area of an existing road.                             |
| Capital Expansion/New | Expenditure on extending an infrastructure network at the same standard enjoyed by existing residents to a new group of users.                                                | Extend services to newly developing areas of the Shire where there are new ratepayers, e.g. Extending a road or drainage network, new pre-school.                              |

The *sustainability index* is an accounting measure based on the difference, expressed as a percentage, between Council's annual depreciation charge and renewal annuity.

Colac Otway's Sustainability index as at June 30 2012 was 109.1 percent and projected at 118 percent for 2012-2013.

The sustainability index (renewal) indicates the extent to which current ratepayers are contributing to the assets they are now consuming.

## 7.6 CONDITION ASSESSMENT

Monitoring asset condition and performance relates to the ability of the asset to meet targeted levels of service. Asset condition reflects the physical state of the asset and the functional level of service it is capable of providing. Monitoring asset condition and performance throughout the asset life cycle is important in order to identify underperforming assets or those which are about to fail – that is, assets at the *critical renewal* level where if reinvestment is not funded the cost of future renewal will exponentially increase along with the risk of the asset being below accepted safety standards.

Colac Otway Shire Council has developed its *Asset Management System* to position Council to monitor asset condition and performance and to:

- Identify those assets which are under performing;
- Predict asset failure to deliver the required level of service;
- Ascertain the reasons for performance deficiencies; and
- Determine what corrective action is required and when (maintenance, rehabilitation, renewal).

Colac Otway Shire Council continues to develop its asset management systems to support its strategic decision making with respect to asset and service provision. . Council is aspiring

## Strategic Resource Plan



to have a system that not only records asset condition and asset defects/inspection details; but is also capable of providing financial management and year-end accounting and valuation data.

Priority is on funding the annual renewal annuity based on a predetermined service levels linked to asset condition. Minimum acceptable asset condition varies depending on the type of asset and its criticality in delivering safe and efficient services. Council aims to maintain and renew its assets to meet these minimum performance levels as the cost of renewal significantly increases beyond this condition and the asset's functionality, safety and ability to provide its intended service level is compromised.

Council has largely collected condition data for all of its major asset categories and is now in a position to commence detailed *Asset Management Plans* for each category.

The benefits of knowing the current condition and performance (level of service) an asset provides are:

- Ability to plan for and manage the delivery of the required level of service;
- Avoidance of premature asset failure, leaving open the option of cost-effective renewal;
- Managing risk associated with asset failures;
- Accurate prediction of future expenditure requirements; and
- Refinement of maintenance and rehabilitation strategies.

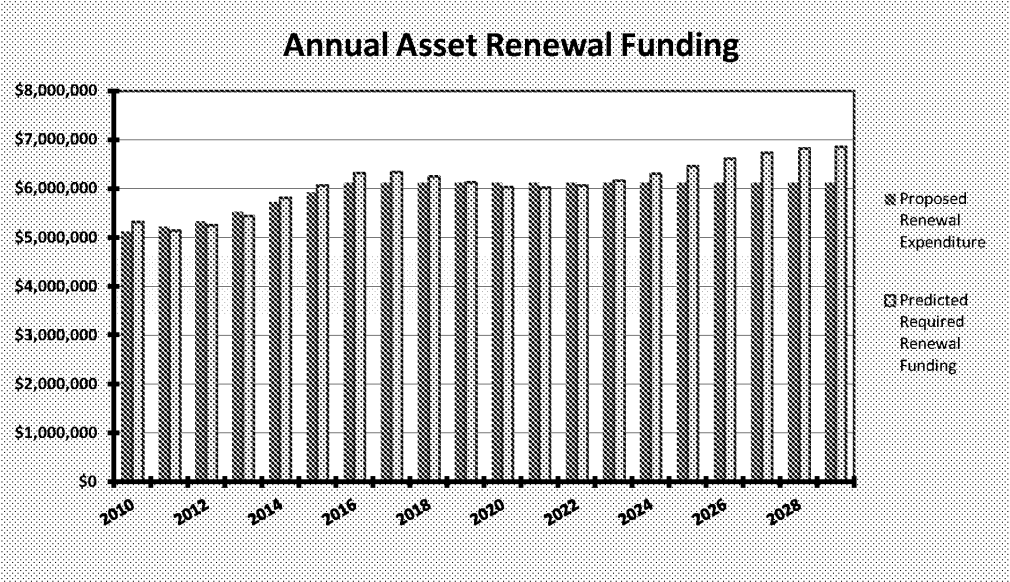
Council, as asset managers, need to be able to assess the relative merits of rehabilitation/renewal/replacement options and identify the optimum long-term solution through a decision related to levels of service.

Council needs to strategically determine an affordable level of service to manage the emerging condition profile.

The benefit of that knowledge now is the management process can commence across the entire asset portfolio.

The following graph depicts the predicted level of renewal expenditure required across all asset categories for Colac Otway Shire Council until 2030.

Strategic Resource Plan



Council needs to strategically determine an affordable level of service to manage the emerging condition profile. The benefit of that knowledge now is the management process can commence across the entire asset portfolio.

Should Council increase/decrease this level of investment and consciously improve/decrease the level of service? The answer lies in considering the other asset categories condition profiles – what is affordable, what is critical and must be renewed and what service level is Council targeting? Council now has this information for all of its asset categories and is now positioned to strategically consider these issues globally.

Across the asset base asset renewal cash flow is variable over time as it depends on services and service levels to be provided in the future, as well as the age and condition profile of the asset stock.

**7.7 STRATEGIC ASSET MANAGEMENT**

Council reviews its *Asset Management Policy* on a regular basis.

Other major elements of Council's overall strategic asset management framework include the *Asset Management Strategy*, which details specific actions to be undertaken by Council to improve its asset management capability and to achieve specific strategic objectives.

*Asset Management Plans* are subsequent components where long-term plans (10-years and beyond) outline strategic, operational, and financial objectives used to deliver acceptable levels of service.

The table below explains the objectives and typical contents of these documents:

| Asset Management Strategy                                                                                                                          | Asset Management Plans                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Specific actions to be undertaken by Council in order to improve or enhance asset management capability and achieve specific strategic objectives. | Long-term plans (usually 20 years or more for infrastructure assets) that outline the asset activities for each service area. |
| Develops a structured set of actions aimed at enabling improved asset management by Council.                                                       | Outlines actions and resources to provide a defined level of service in the most cost effective way.                          |

## Strategic Resource Plan



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>■ A description of the current status of asset management practices (processes, asset data and information systems).</li> <li>■ Organisation's future vision of asset management.</li> <li>■ A description of the required status of asset management practices to achieve the future vision.</li> <li>■ Identification of the gap between the current status and the future vision (a "gap analysis").</li> <li>■ Identification of strategies and actions required to close the gaps, including resource requirements and timeframes.</li> </ul> | <ul style="list-style-type: none"> <li>■ A summary of Council's strategic goals and key asset management policies.</li> <li>■ Description of the asset portfolio.</li> <li>■ Description of levels of service and performance standards.</li> <li>■ Demand forecasts and management techniques.</li> <li>■ A broad description of the lifecycle management activities for operating, maintaining, renewing, developing and disposing of assets.</li> <li>■ A cash-flow forecast.</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Council has reached the point where it has identified and has allocated responsible levels of funding to manage its critical asset renewal requirements. Council is now in a position to analyse its condition profile and begin determine and understand the cost of a predetermined service level. Alternatively Council may allow some assets to degrade in condition, freeing up funds to improve the level of service for other assets.

### 7.7.1 Community Consultation

Council aims to ensure its assets are relevant to the community, as retention of unused assets places a financial burden on the community. Council's Strategic Resource Plan is presently focused on funding a "service level" that prioritises critical renewal and maintains average condition to meet community expectation.

The challenge ahead is to understand the community's expectations and provide levels of service and funding options to accommodate this. An aim for Council in the short term will be to engage with the community to discuss desired and affordable levels of service. This will involve costing and analysing various service scenarios.

Sound Asset Management is:

- Knowing what assets we own (Asset Register);
- Understanding the condition and expected lives of our assets;
- Knowing what "levels of service" customers want and are prepared to pay for;
- Having processes in place to establish priorities and allocate funds; and
- Knowing the long-term funding requirements associated with our assets.

Having documented Asset Management Plans which have supporting Service Plans detailing levels of service will be a challenge for Council over the coming years.

The first issue is to determine the outcomes the community want to achieve – what is the strategy? The next issue is what services, including their performance levels, are required to meet the community outcomes? Finally what infrastructure or assets are required to support the service level? Too often Council starts focusing on the asset rather than on the outcome/service level it requires.

A review of this nature may result in assets no longer being required to support community outcomes.

### 7.7.2 Asset Management Steering Group

The *Asset Management Steering Group (AMSG)* is a cross-functional professional team with representatives from various Council departments. The purpose of the AMSG is to oversee the decision-making process with respect to the direction of asset management and to

## Strategic Resource Plan



ensure the Colac Otway Shire Council continues to develop total asset management across the organisation.

The Steering Group's Terms of Reference include the following functions:

- To represent the key asset management functions e.g. Infrastructure planning, maintenance and construction, finance, community engagement and direct service provision such as recreation, economic development and community services;
- Provide linkages between the community, key stakeholders and the Council's asset managers to promote involvement and consultation around the management of Council assets;
- Promote and raise awareness of asset management to the Council, staff, key stakeholders and the community;
- Encourage continuous improvement, innovation and cost effective methods to improve asset management practices;
- To provide guidance to develop long term (whole of life) Asset Management Plans for major asset groups;
- To ensure the community needs and expectations are considered in the development of Asset Management Plans;
- Facilitate appropriate organisational mechanisms and work flows for the maintenance and improvement of Council's physical assets, with links to data collection systems and other asset management software systems and report to Executive on outcomes;
- To review the performance of asset management programs such as maintenance programs and capital works programs; and
- Ensure efficient and effective use of Council funds and optimising "life cycle" cost of all assets.

## 7.6 FUTURE ASSET MANAGEMENT

Council is developing asset registers, knowledge and data, building information systems to support maintenance renewal, customer service and financial activities and aims to be in a strong position to develop tactical responses through its Asset Management Plans to manage levels of service into the future.

### Strategic Direction

1. ***That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.***
2. ***That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.***
3. ***That Colac Otway Shire Council continue to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.***

## Strategic Resource Plan



# 8. CAPITAL WORKS PROGRAMME

## 8.1 INTRODUCTION

The previous section discusses the long-term issues with respect to Asset Management and issues relevant to determine investment levels in capital renewal. Council has increased its investment in renewal, as shown by the sustainability index, with a projected ratio of 118 percent in 2012-2013.

It should be noted 100 percent of the capital expenditure is on renewal type projects in the capital works programme for 2013-2014.

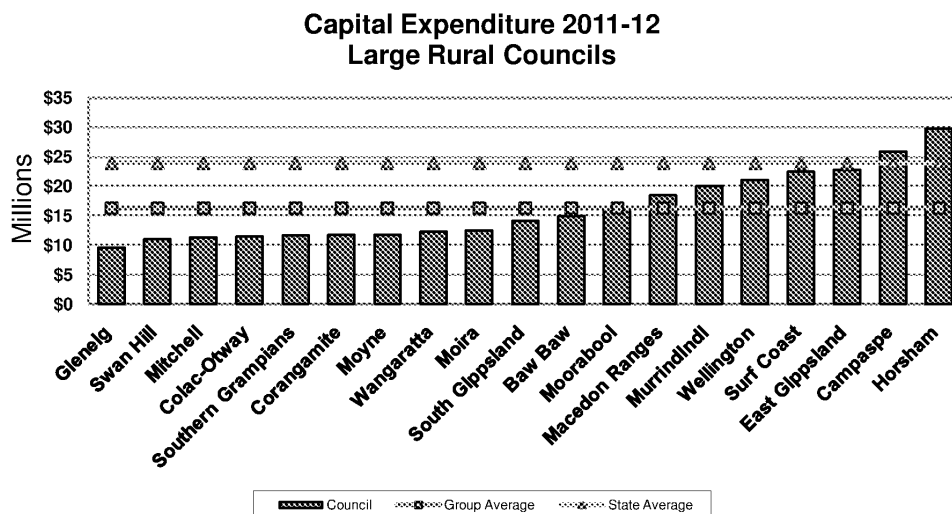
The total capital programme of \$9.798 million is composed of \$9.798 million in renewal only.

This section includes:

- Level and nature of capital works;
- Capital funding sources.

Capital expenditure represented 52.6 percent of rate revenue in 2011-2012.

The benchmark for 2011-2012 capital expenditure levels by Large Rural Shire's is illustrated below:



## 8.2 LEVEL AND NATURE OF CAPITAL WORKS

It is important that the asset management issues raised in the previous section inform the decisions taken in determining the capital works programme.

The annual budget process will enable Council to identify individual projects for funding.

Four key outcomes from the long-term financial plan will be

- To maintain the critical renewal investment,
- Maintain average condition where desired
- Maintain the required critical renewal annuity;

## Strategic Resource Plan



- Undertake asset upgrades to ensure they are fit for purpose and meet service level requirements; and
- Invest in new assets subject to principles espoused in chapters 4 and 8.

### 8.2.1 CAPITAL WORKS PROGRAMME 2013 to 2017 – PARAMETERS

The following are the parameters against which the 2013-2014 – 2016-2017 capital works programme have been developed:

- Alignment to Strategic Resource Plan financial growth assumptions with respect to expenditure and revenue;
- Alignment to the Council Plan to the reflect community's and Council's key result areas; and
- Priority provision for critical renewal investment, then capital renewal, capital upgrade with capital expansion the most discretionary.

In terms of the longer-term programme the following parameters/assumptions apply:

- Large one-off projects flagged in subsequent years require accurate costing to be undertaken and their timing and priority finalised;
- Continue priority on renewal, followed by upgrade with expansion the most discretionary;
- Provide for expenditure growth required to level of sustainable renewal to meet the community's service level requirements (based on current Asset Management Plans);
- Income assumptions to remain conservative given they are less predictable; and
- Roads to Recovery income assumed to continue at current level spread across relevant projects within the Roads Programme.

### 8.3 CAPITAL WORKS PROGRAMME – EXPENDITURE LEVEL ASSESSMENT

The following indicative expenditure levels are included in the 2013-2014 Capital Works programme. The targeted future expenditure levels, where known, are also detailed below:

| Asset Programmes           | 2012/13      | 2013/14       | 2014/15       | 2015/16       |
|----------------------------|--------------|---------------|---------------|---------------|
| Land                       | 0            | 0             | 1,200         | 0             |
| Buildings                  | 600          | 2,049         | 1,506         | 1,481         |
| Roads                      | 4,530        | 7,743         | 6,500         | 7,113         |
| Footpaths                  | 396          | 300           | 510           | 220           |
| Bridges                    | 1,000        | 132           | 1,171         | 325           |
| Drainage                   | 540          | 85            | 185           | 185           |
| Furniture & Equipment      | 444          | 760           | 584           | 396           |
| Plant & Machinery          | 1,742        | 1,260         | 1,647         | 1,647         |
| Recreation                 | 0            | 610           | 675           | 706           |
| Other                      | 100          | 0             | 0             | 0             |
| Kerb & Channel             | 75           | 0             | 0             | 0             |
| Other Structures           | 371          | 0             | 0             | 0             |
| <b>Total Capital Works</b> | <b>9,798</b> | <b>12,939</b> | <b>13,977</b> | <b>12,073</b> |

This listing is not exhaustive and will expand with the development of Council's Asset Management Plans as discussed in the previous chapter.

## Strategic Resource Plan



### 8.4 CAPITAL FUNDING SOURCES

The long term financial plan and SRP will inform the development of a 10-year capital works programme and will enable an indicative cash flow budget to be developed.

External capital funding services generally include capital grants, developer contributions and special charges schemes.

Internal capital funding sources generally include asset sales, special charge schemes and general rates. The SRP forecasts capital funding sources conservatively.

### 8.5 CONCLUSION

Council's capital works programme should underpin the needs and priorities as determined by both the key result areas identified within the Council Plan and by Council's Asset Management system output which is developed in consultation with the community.

It is the Council's challenge to develop Asset Management Plans that ensure the community's levels of service are met through the delivery of efficient and effective services.

#### **Strategic Direction**

- 1. That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.***
- 2. That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.***

## Strategic Resource Plan



# 9. SERVICE PROVISION AND PLANNING

## 9.1 INTRODUCTION

The range and level of services a council should, or is capable of, or wants to provide is a complex question to consider.

Council provides a range of services, including community services, youth services, recreation, customer services, and asset maintenance.

This section includes:

- Operating expenditure/revenue;
- Growth of operating budget;
- Service delivery analysis; and
- Service provision and planning

## 9.2 OPERATING REVENUE EXPENDITURE

Council's operating revenues and costs for 2012-2013 are budgeted at \$36.647 million and \$37.055 million respectively. Council's operation includes provision of building, planning, economic development services, health and community services, infrastructure planning, operations and corporate support services including finance, information technology, asset management and organisation development.

## 9.3 BENCHMARKING – FINANCIAL PERFORMANCE INDICATOR ANALYSIS

When benchmarked to other large rural shires Colac Otway Shire Council has achieved:

- Underlying deficit that is greater than the Large Shire average;
- Relatively low overall operational costs (including employee costs) in comparison to Councils in the large rural category;
- Utilisation of loan funds confirmed as a viable means of funding Council's capital expenditure in the development of new assets;
- Council's debt ratios remain well below Prudential Limits; and
- Maintaining a strong capital works programme, particularly in asset renewal, continues to be a desirable strategy for Council.

## 9.4 SERVICE PROVISION AND PLANNING

Ultimately, Council determines the range and level of services it is able to offer the community and this is reviewed annually based on the outcome of community consultation and feedback undertaken during the year.

This is finalised through the annual budget process with the SRP providing preliminary guidance based on the service delivery model from the previous year.

One of the key objectives of Council's Strategic Resource Plan is to maintain existing service levels and maintain a satisfactory operating position over the life of the SRP.

## Strategic Resource Plan



### 9.4.1 Funding Renewal Gap

Funding the ongoing and growing renewal gap will be a major challenge during the life of this SRP. The gap is presently growing and this is based on data that will be reviewed in the coming year.

### 9.4.2 Underlying operating deficit

The underlying operating deficit measures Councils ability to generate enough revenue to cover operating costs (including the cost of replacing assets reflected in the depreciation expenses). Council at 30 June 2012 had a **\$1.49 million** underlying operating deficit.

### 9.4.3 Liquidity

Working to improve the liquidity of the municipality will be a focus of the *Strategic Resource Plan*.

Improved working capital will also assist the underlying operating deficit position.

### 9.4.4 Review of Depreciation charges

A review of the depreciation charges will be undertaken in the coming year. Benchmarking indicates that Colac Otway depreciation charges on its infrastructure as a percentage of total infrastructure was 3.0 percent compared to 2.3 percent for the large rural and state averages.

### 9.4.5 Asset maintenance

The level of maintenance services (street sweeping, reserve mowing, footpath maintenance, street bin collection etc.) has been maintained at a similar level to the previous year.

### 9.4.6 Skill retention

Retention and development of skills is critical to ensure the ongoing sustainability of the municipality.

The current work force is ageing and organisation development strategies will be critical going forward.

## 9.5 CONCLUSION

Managing financial sustainability and the range and level of services provided will remain an ongoing challenge.

### Strategic Direction

1. ***That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.***

## Strategic Resource Plan



# 10. STRATEGIC FINANCIAL PLAN

## 10.1 INTRODUCTION

There are a number of dynamic variables that may influence the outcomes expressed in this SRP. They include:

- Rating levels and supplementary rate income;
- Government grant revenue (both recurrent and capital);
- Granted asset amounts;
- Asset revaluations (major impact on fixed asset value and depreciation);
- Asset sales;
- Mix of funding between capital works/special projects (new initiatives); and
- Level of growth factor applied to expenditure items / rate of expenditure/activity level.

This section includes:

- Modelling methodology;
- Financial assumptions;
- Adopted financial strategy; and
- Conclusion

## 10.2 MODELLING METHODOLOGY

This section details the approach to financial modelling used in the preparation of these options and provides background about the major financial assumptions that were applied.

The financial model has been prepared at the lowest accounting level within Council's general ledger system being sub-activity level.

At this level, certain accounts were coded for manual adjustment rather than broad percentage increases (for example, election expenses occur only once every four years). It is not always possible to multiply the previous year's base by a percentage to achieve a correct forecast.

The base point used for financial modelling has been the forecast result for 30 June 2013 as prepared at the end of the March quarter (31 March 2013).

While the SRP uses the more specific assumptions as detailed in Appendix C and the pages that follow, it will not remove the need for Council to continue to achieve operational efficiencies. The SRP intends to establish a framework for Council to benchmark its performance. Where further efficiencies can be achieved, funds will be dedicated to asset renewal, maintenance or improved service provision.

## Strategic Resource Plan



### 10.3 FINANCIAL ASSUMPTIONS

The following information explains the major financial assumptions applicable to the financial option considered by Council prior to community input.

#### 10.3.1 Labour and on-costs

Increases in labour and on-costs are composed of three elements. The elements are enterprise agreement increments, movements within bandings as part of the annual performance review process and expected incremental increases in resource demands. The table below highlights these assumptions.

| Year                              | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|-----------------------------------|---------|---------|---------|---------|---------|
|                                   | %       | %       | %       | %       | %       |
| <b>EBA Banding Increase/Other</b> | 4.2     | 4.2     | 4.2     | 4.2     | 4.1     |
| <b>Award Increments</b>           | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     |
| <b>Resource Increments</b>        | 2.0     | 2.0     | 2.0     | 2.0     | 2.0     |
| <b>Total</b>                      | 6.6     | 6.7     | 6.7     | 6.7     | 6.6     |

#### 10.3.2 Depreciation

Depreciation estimates are based on the projected capital spending contained within each assumption. Depreciation estimates are influenced by future asset revaluations and depreciation charges are assessed following condition assessments. The overall depreciation charge is also impacted by the amount of assets granted to the municipality following subdivision.

#### 10.3.3 Materials and contracts

The broad assumption in materials and contracts is for an increase matching the Local Government Cost Indices. Outside of these broad parameters there have been a number of manually assessed items in this area including election expenses, valuation contract amounts and insurance.

#### 10.3.4 Special projects/consultancies

These activities are essentially one-off expenditures that do not constitute the creation of an asset and have been maintained at 2011-2012 levels through the life of the SRP.

#### 10.3.5 Debt servicing and redemption

Debt redemption is calculated according to the restructured loan schedules. Council borrowings are dealt with in detail in Section 4.

#### 10.3.6 Written-down values of assets sold

All Written-down values relate to plant and land sold as part of the 10-year programme. These are based on information from Council's Asset Registers.

#### 10.3.7 Rate revenue

Subject to the outcome of 2013-2014 Budget deliberations, this SRP is based on an increase of 6.00 percent for average rates and charges collected per assessment and this has been applied to all future years in the SRP. Council's Rating Strategy is dealt with in detail in Section 6.7.

## Strategic Resource Plan



The mechanism to estimate supplementary revenue is at present an arbitrary one, based on historical dollar returns with forward probable development revenue estimated. Developing improved mechanisms is a difficult task given supplementary rate growth occurs not only via the creation of new subdivisions, but also with improvements on existing properties. In addition, revaluations every two years bring the potential for revenue loss through successful appeals against valuations being upheld.

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### **10.3.8 Service charges**

The waste management charges have been adjusted to keep in line with the Local Government Cost Index.

Funds raised are ultimately deployed to waste management (operating and capital) activities. This is discussed in Section 6.8 in more detail.

---

### **10.3.9 Grant revenue**

An allowance has been made for operating grants & subsidies revenue for ongoing services and projects over the life of the SRP. In broad terms, a 2.0 percent per annum increase has been allowed for operating grants reflecting the nature of this revenue type, which has seldom increased by CPI across the board. Reimbursements from the State Revenue Office for land valuations have also been included in the appropriate years. An allowance of 3 percent has been made for the Victoria Grants Commission grant.

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### **10.3.10 Fees and charges**

Fees and charges have been increased by the base CPI index on levels existing in the annual financial statements for 2011-2012.

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### **10.3.11 Statutory Fees and Fines**

Council has no control over a large amount of statutory fees prescribed by the State Government. Therefore these fees and fines have remained static.

Fines include town planning, local laws and the animal pound. Fees and fines are included in the above.

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### **10.3.12 Interest on investments**

Interest on investments has been estimated based on cash flow.

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### **10.3.13 Proceeds from sale of assets**

Proceeds from sale of assets are those relating to plant changeover and land sales.

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### **10.3.14 Capital grants**

Capital revenue from grants, subsidies and contributions from future years has been estimated to fund future capital works.

Capital grants have been forecast conservatively. Funds raised above or below the forecast amount will directly impact on the level of capital expenditure achievable. While conservative amounts have been included, it should be noted that Council does not pursue part-funded capital works that do not fit with its strategic direction.

## Strategic Resource Plan



### 10.3.15 Granted assets

Granted assets are those handed over to Council following the completion of a subdivision. These include roads, footpaths, curb, channel, drainage etc.

The level of granted assets is forecast to continue at low-levels based on predicted levels of property development. However, estimates beyond 2012-2013 are not based on any reliable data at this point. While granted assets add to Council's overall asset base, they also add to the future obligations to maintain and replace these assets at the end of their useful lives.

They therefore impact on Council's depreciation levels (see Item 2) and required capital spending (renewal) in the future. This area requires appropriate factoring into the financial model and therefore further review.

### 10.3.16 Capital expenditure

Capital expenditure amounts for local roads, waste and information technology (renewal), and the like and have been directly budgeted for during the next 4-years. The balance of capital expenditure has been left unallocated at this point. These funds may be available for capital renewal (priority), capital upgrade or expansion.

## 10.4 CONCLUSION

The Strategic Resource Plan continues to provide a financial framework for Council, enabling an assessment of Council resources and assisting Council to plan and fund capital infrastructure and meet future community aspirations. The Standard Statements (financial statements) are detailed in *Appendix C*.

### Strategic Direction

1. ***That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.***

Strategic Resource Plan



## 11. APPENDIX A GLOSSARY OF TERMS - DEFINITIONS

| TERM                                            | DEFINITION                                                                                                                                                                                                                                                          |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Adjusted operating surplus/deficit</b>       | Operating surplus/deficit less revenue from capital (non-recurrent) grants, developer contributions (i.e. assets contributed), asset revaluations, sale of assets plus expenditure from asset revaluations, WDV of assets sold and unfunded superannuation expense. |
| <b>Adjusted total operating expenses</b>        | Total operating expenses as per the "Statement of financial performance" – net of asset revaluations, unfunded superannuation expense and WDV of asset sold.                                                                                                        |
| <b>Adjusted total revenue</b>                   | Total revenue from "Statement of financial performance" – net of asset sales, asset contributions in kind. Capital grant funding and revaluation adjustments.                                                                                                       |
| <b>Capital grants (non-recurrent)</b>           | Capital or non-recurrent grants as disclosed in notes.                                                                                                                                                                                                              |
| <b>Current assets</b>                           | Total current assets from "Statement of financial position".                                                                                                                                                                                                        |
| <b>Current liabilities</b>                      | Total current liabilities from "Statement of financial position".                                                                                                                                                                                                   |
| <b>Debt redemption</b>                          | Debt principals repayments.                                                                                                                                                                                                                                         |
| <b>Debt servicing costs (interest)</b>          | Total borrowing costs or interest expense as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                     |
| <b>Fees and charges revenue</b>                 | Total fees and charges revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements (includes fines).                                                                                                               |
| <b>Grant income and reimbursements</b>          | Total grants revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements (includes Vic Roads sometimes shown as "reimbursements" by some councils).                                                                |
| <b>Granted assets</b>                           | Total value of assets received from developers (in kind) as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                      |
| <b>Interest earnings</b>                        | Total interest received as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                       |
| <b>No. of rateable properties</b>               | Number of rateable properties in municipality.                                                                                                                                                                                                                      |
| <b>Non-current liabilities</b>                  | Total non-current liabilities from "Statement of financial position".                                                                                                                                                                                               |
| <b>Proceeds from sale of non-current assets</b> | Total proceeds from asset sales as per the "Statement of financial performance" or as disclosed in note in some councils' statements, (gross received not Written-down value).                                                                                      |
| <b>Rate revenue</b>                             | Total rate revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                            |
| <b>Rates outstanding at end of year</b>         | Rate debtor amount as disclosed in "Receivables" note.                                                                                                                                                                                                              |

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| TERM                                                                   | DEFINITION                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Total assets</b>                                                    | Total assets from "Statement of financial position".                                                                                                                                                                                                                                                                                                                                            |
| <b>Total capital asset outlays</b>                                     | Payments for capital purchases per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                   |
| <b>Total cash inflows from operations, finance and Investment Act</b>  | Total inflows per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                                    |
| <b>Total cash outflows from operations, finance and Investment Act</b> | Total outflows per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                                   |
| <b>Total depreciation</b>                                              | Total depreciation expense as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                                                                                                                                                |
| <b>Total depreciation on infrastructure assets</b>                     | Total depreciation on infrastructure assets as disclosed in "Depreciation expense" note.                                                                                                                                                                                                                                                                                                        |
| <b>Total debt</b>                                                      | Total interest bearing liabilities (current and non-current) from "Statement of financial position".                                                                                                                                                                                                                                                                                            |
| <b>Total indebtedness</b>                                              | Total liabilities (current and non-current) from "Statement of financial position".                                                                                                                                                                                                                                                                                                             |
| <b>Total infrastructure assets</b>                                     | Total infrastructure assets from "Statement of financial position" or as disclosed in note (Written-down value). Infrastructure includes roads, bridges, drains, road structures, other structures, playground equipment, and other like categories. Heritage assets have been deemed to be building assets. Work in progress, where not separately split, has been included as infrastructure. |
| <b>Total net realisable assets</b>                                     | Total assets less total infrastructure assets.                                                                                                                                                                                                                                                                                                                                                  |
| <b>Total operating expenses</b>                                        | Total operating expenses as per the "Statement of financial performance".                                                                                                                                                                                                                                                                                                                       |
| <b>Total revenue</b>                                                   | Total revenue from "Statement of financial performance".                                                                                                                                                                                                                                                                                                                                        |
| <b>Written-down value of assets sold</b>                               | Written-down value of assets sold as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                                                                                                                                         |

## Strategic Resource Plan



## 12. APPENDIX B RATING PRINCIPLES, VICTORIAN LOCAL GOVERNMENT CONTEXT

### *Sustainable financial management*

The aggregate revenue raised by Council plus that received from grants needs to be sufficient to cover the aggregate long-run cost of delivering the services provided measured on an accrual-accounting basis. Sustainable financial management requires the application of multi-year framework to financial management, asset management, planning, spending and revenue decisions.

### *Evaluating and setting priorities*

Council is aware of and will have regard to the views of its communities with respect to the priority areas for Council services. Council will heighten the community's awareness of the short and long-term financial implications of potential service priorities and key decisions, including trade-offs between service priorities.

### *Core Functions*

Council will continue to provide a full range of municipal goods and services in accordance with its statutory and community service obligations.

Where Council engages in the provision of services, that resemble those of private sector markets, the application of competitive neutrality principles requires

Council will aim to recover the full costs of all significant business activities, including the direct costs of providing goods and services, rate and tax equivalent payments and a commercial rate of return on investment.

### *Identifying the cost of service delivery*

Council will understand the cost of delivering its services as an acknowledgement that this information is useful in determining the range of services, and the level of service provision, and the corresponding structure for rates and charges.

### *Prudent borrowings for infrastructure*

Borrowings when undertaken prudently are an appropriate means for local government to finance long lived infrastructure assets as the cost of servicing of debt through rates or user charges enables the cost of the asset to be matched with the benefits from consumption of the services over the life of the asset, thereby promoting intergenerational equity.

### *Rate setting and pricing of services*

The appropriate setting of rates and prices for goods and services is essential for the efficient recovery of the costs of providing council services and Council recognises that by choosing the appropriate instrument (rates, fees, user charges) it can achieve a better indication of the willingness of the community to pay for services and minimise the economic distortions that may arise when an inappropriate instrument is used.

Council will recover costs for services directly from the users of those services if a service benefits identifiable individuals or groups. If the benefit cannot be identified and/or if those that benefit directly cannot be excluded from using the service the costs should be allocated to the community.

Where infrastructure costs are directly attributable to individual property owners, Council will recover those costs through the application of special charge schemes, developer charges

## Strategic Resource Plan



or contributions.

Fees and charges should be applied as far as practicable to raise revenue for the provision of services that are not pure public services, with efficient pricing, to ensure that services provided by local government are supplied to those who are willing to pay the opportunity cost of supply.

Council will also take consideration of the community's ability to pay as well as the benefits derived from the provision of services.

### *Openness and transparency*

Council is accountable and responsible for the policy decisions with respect to the range of services provided, the expenditure and delivery of the services and the way services are funded and paid for by the community. Open and transparent processes for decision making of Council include the making of information openly available to people in the local community and seeking active participation by the community with respect to choices regarding the range and level of services provided and how they are funded.

### *Providing services on behalf of other tiers of government*

Effective interaction between Council and other tiers of government is important to ensure delivery of some essential services to the community. Where Council enters into the delivery of services on behalf of other tiers of government, the supply of these services should be delivered on commercial terms based on the incremental cost to Council.

In situations where Council determines to provide subsidies for the delivery of these services Council will make the costs transparent and inform the community about the purpose and amount of the subsidy and how it is to be funded.

**Strategic Resource Plan**



## **13.APPENDIX C STANDARD FINANCIAL STATEMENTS**

This Appendix contains details of the Standard Statements.

The Standard Statements include the:

- Standard income statement;
- Standard balance sheet;
- Standard statement of cash flows;
- Standard statement of capital works; and

These statements are required under Part 2 Section 5 of the Local Government (Finance and Reporting) Regulations 2004. The Regulations commenced on 20 April 2004.

The original SRP statements partially differed in layout due to their release prior to the proclamation of the regulations.

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13.1 STANDARD INCOME STATEMENT

|                                                           | 2013-2014<br>\$'000 | 2014-2015<br>\$'000 | 2015-2016<br>\$'000 | 2016-2017<br>\$'000 |
|-----------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Operating revenue</b>                                  |                     |                     |                     |                     |
| Rate and Charge Revenue                                   | 24,576              | 26,076              | 27,669              | 29,359              |
| Operating (Recurrent) Grants                              | 9,115               | 9,388               | 9,670               | 9,960               |
| Interest Revenue                                          | 358                 | 369                 | 380                 | 391                 |
| Reimbursements and Subsidies                              | 92                  | 95                  | 98                  | 101                 |
| User Charges                                              | 3,181               | 3,276               | 3,375               | 3,476               |
| Statutory Fees and Fines                                  | 461                 | 475                 | 489                 | 504                 |
| Other Revenue Outside of Operating Activities             | 94                  | 98                  | 102                 | 106                 |
| Unrealised Gain/(Loss on investment in Associates)        | 0                   | 8                   | 8                   | 8                   |
| <b>Total operating revenue</b>                            | <b>37,877</b>       | <b>39,785</b>       | <b>41,789</b>       | <b>43,904</b>       |
| <b>Operating expenses</b>                                 |                     |                     |                     |                     |
| Employee Benefits Paid                                    | (16,831)            | (17,886)            | (18,649)            | (19,445)            |
| Materials & Consumables                                   | (12,411)            | (13,063)            | (13,748)            | (14,470)            |
| Bad and Doubtful Debts                                    | 0                   | (0)                 | (0)                 | (0)                 |
| Depreciation                                              | (9,635)             | (10,188)            | (10,753)            | (11,362)            |
| Other Expenses                                            | (1,172)             | (178)               | (182)               | (185)               |
| Interest on Borrowings (Finance Costs)                    | (353)               | (315)               | (274)               | (230)               |
| <b>Total operating expenses</b>                           | <b>(40,402)</b>     | <b>(41,550)</b>     | <b>(43,607)</b>     | <b>(45,693)</b>     |
| <b>Underlying result for the year</b>                     | <b>(2,525)</b>      | <b>(1,765)</b>      | <b>(1,817)</b>      | <b>(1,789)</b>      |
| <b>Capital revenue</b>                                    |                     |                     |                     |                     |
| Capital (Non-Recurrent) Grants                            | 3,850               | 3,853               | 3,930               | 4,008               |
| Contributions (Cash)                                      | 181                 | 183                 | 183                 | 146                 |
| Net Gain (Loss) on Disposal of Property Plant & Equipment | 475                 | 244                 | 264                 | 310                 |
| <b>Total capital revenue</b>                              | <b>4,506</b>        | <b>4,279</b>        | <b>4,377</b>        | <b>4,464</b>        |
| <b>Surplus (deficit) for the year</b>                     | <b>1,981</b>        | <b>2,514</b>        | <b>2,559</b>        | <b>2,675</b>        |

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13.2 STANDARD BALANCE SHEET

|                                                   | 2013-2014<br>\$'000 | 2014-2015<br>\$'000 | 2015-2016<br>\$'000 | 2016-2017<br>\$'000 |
|---------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Current Assets</b>                             |                     |                     |                     |                     |
| Cash and Cash Equivalents                         | 5,921               | 4,512               | 3,768               | 5,638               |
| Receivables                                       | 3,027               | 3,850               | 4,089               | 4,274               |
| Inventory                                         | 214                 | 216                 | 218                 | 220                 |
| <b>Total Current Assets</b>                       | <b>9,162</b>        | <b>8,578</b>        | <b>8,075</b>        | <b>10,132</b>       |
| <b>Non Current Assets</b>                         |                     |                     |                     |                     |
| Property Plant and Equipment                      | 284,985             | 295,809             | 307,372             | 316,813             |
| Investment in Associates                          | 380                 | 388                 | 395                 | 403                 |
| <b>Total Non Current Assets</b>                   | <b>285,365</b>      | <b>296,196</b>      | <b>307,767</b>      | <b>317,217</b>      |
| <b>Total Assets</b>                               | <b>294,527</b>      | <b>304,775</b>      | <b>315,842</b>      | <b>327,349</b>      |
| <b>Current Liabilities</b>                        |                     |                     |                     |                     |
| Payables                                          | 1,701               | 1,252               | 1,291               | 1,347               |
| Trust Funds                                       | 257                 | 262                 | 267                 | 273                 |
| Current Provisions                                | 4,011               | 4,091               | 4,173               | 4,257               |
| Current Interest Bearing Liabilities              | 556                 | 592                 | 636                 | 625                 |
| <b>Total Current Liabilities</b>                  | <b>6,525</b>        | <b>6,197</b>        | <b>6,367</b>        | <b>6,501</b>        |
| <b>Non Current Liabilities</b>                    |                     |                     |                     |                     |
| Non Current Provisions                            | 4,896               | 4,994               | 5,094               | 5,196               |
| Non Current Interest Bearing Loans and Borrowings | 4,102               | 3,516               | 2,880               | 2,255               |
| <b>Total Non Current Liabilities</b>              | <b>8,998</b>        | <b>8,510</b>        | <b>7,974</b>        | <b>7,451</b>        |
| <b>Total Liabilities</b>                          | <b>15,523</b>       | <b>14,707</b>       | <b>14,341</b>       | <b>13,952</b>       |
| <b>Net Assets</b>                                 | <b>279,004</b>      | <b>290,068</b>      | <b>301,501</b>      | <b>313,397</b>      |
| <b>Equity</b>                                     |                     |                     |                     |                     |
| Accumulated Surplus                               | 116,200             | 118,714             | 121,274             | 123,948             |
| General Cash Reserves                             | 11,264              | 11,264              | 11,264              | 11,264              |
| Asset Revaluation Reserve                         | 151,540             | 160,090             | 168,964             | 178,185             |
| <b>Total Equity</b>                               | <b>279,004</b>      | <b>290,068</b>      | <b>301,501</b>      | <b>313,397</b>      |

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13.3 STANDARD STATEMENT OF CASH FLOWS

|                                                               | 2013-2014<br>\$'000 | 2014-2015<br>\$'000 | 2015-2016<br>\$'000 | 2016-2017<br>\$'000 |
|---------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Cash flows from Operating Activities</b>                   |                     |                     |                     |                     |
| Cash Receipts from Operating Activities                       | 45,381              | 42,989              | 45,655              | 47,865              |
| Cash Payments in the Course of Operating Activities           | (31,176)            | (31,399)            | (32,362)            | (33,862)            |
| <b>Net Cash flows from Operating Activities</b>               | <b>14,205</b>       | <b>11,590</b>       | <b>13,293</b>       | <b>14,003</b>       |
| <b>Cash flows from Investing Activities</b>                   |                     |                     |                     |                     |
| Payment for Property Plant and Equipment and Infrastructure   | (12,901)            | (12,939)            | (13,977)            | (12,073)            |
| Proceeds from Property Plant and Equipment and Infrastructure | 475                 | 800                 | 800                 | 800                 |
| <b>Net Cash flows from Investing Activities</b>               | <b>(12,426)</b>     | <b>(12,139)</b>     | <b>(13,177)</b>     | <b>(11,273)</b>     |
| <b>Cash flows from Financing Activities</b>                   |                     |                     |                     |                     |
| Trust Funds and Deposits                                      | 27                  | 5                   | 5                   | 5                   |
| Proceeds from Interest Bearing Loans and Borrowings           | 156                 | 0                   | 0                   | 0                   |
| Repayments of Interest Bearing Loans and Borrowings           | (754)               | (551)               | (562)               | (636)               |
| Finance Costs                                                 | (353)               | (315)               | (274)               | (230)               |
| <b>Net Cash flows from Financing Activities</b>               | <b>(924)</b>        | <b>(860)</b>        | <b>(830)</b>        | <b>(860)</b>        |
| <b>Net Change in Cash Held</b>                                | <b>855</b>          | <b>(1,409)</b>      | <b>(714)</b>        | <b>1,870</b>        |
| Cash at Beginning of the Financial Year                       | 5,066               | 5,921               | 4,512               | 3,768               |
| <b>Cash at End of the Financial Year</b>                      | <b>5,921</b>        | <b>4,512</b>        | <b>3,768</b>        | <b>5,638</b>        |

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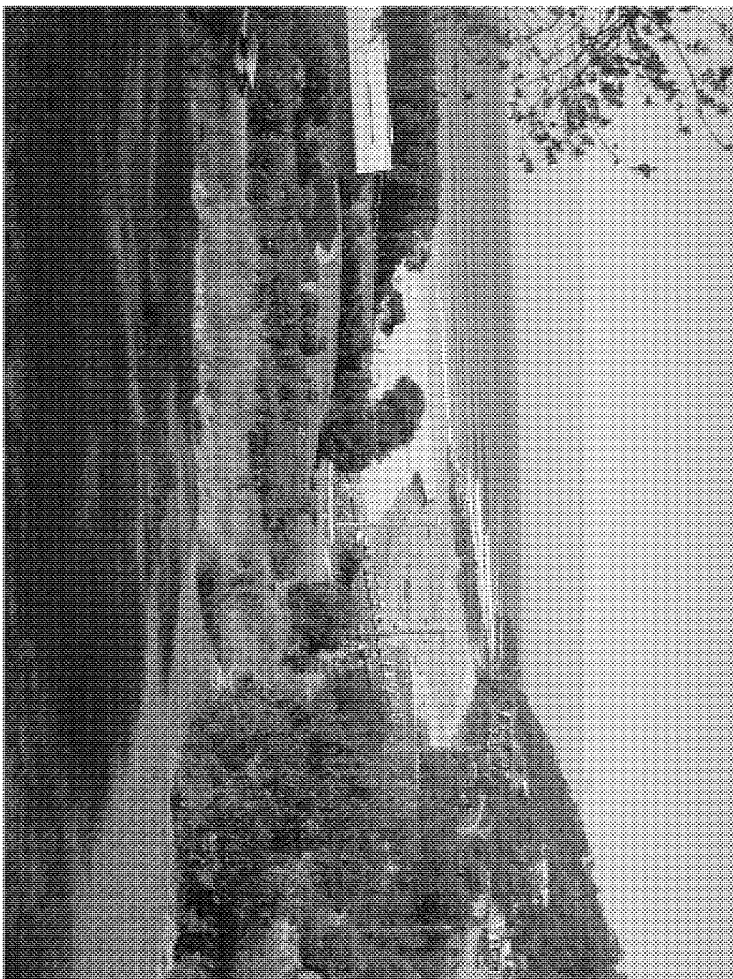
13.2 STANDARD STATEMENT OF CAPITAL WORKS

|                            | 2013-2014<br>\$'000 | 2014-2015<br>\$'000 | 2015-2016<br>\$'000 | 2016-2017<br>\$'000 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Capital works areas</b> |                     |                     |                     |                     |
| Land                       | 0                   | 0                   | 1,200               | 0                   |
| Buildings                  | 600                 | 2,049               | 1,506               | 1,481               |
| Roads                      | 4,530               | 7,743               | 6,500               | 7,113               |
| Footpaths                  | 396                 | 300                 | 510                 | 220                 |
| Bridges                    | 1,000               | 132                 | 1,171               | 325                 |
| Drainage                   | 540                 | 85                  | 185                 | 185                 |
| Furniture & Equipment      | 444                 | 760                 | 584                 | 396                 |
| Plant & Machinery          | 1,742               | 1,260               | 1,647               | 1,647               |
| Recreation                 | 0                   | 610                 | 675                 | 706                 |
| Other                      | 100                 | 0                   | 0                   | 0                   |
| Kerb & Channel             | 75                  | 0                   | 0                   | 0                   |
| Other Structures           | 371                 | 0                   | 0                   | 0                   |
| <b>Total Capital Works</b> | <b>9,798</b>        | <b>12,939</b>       | <b>13,977</b>       | <b>12,073</b>       |
| <b>Represented by:</b>     |                     |                     |                     |                     |
| Renewal Investment         | 9,798               | 8,651               | 9,291               | 8,758               |
| Upgrade Investment         | 0                   | 4,238               | 3,435               | 3,315               |
| Expansion/New Investment   | 0                   | 49                  | 1,251               | 0                   |
| <b>Total Capital Works</b> | <b>9,798</b>        | <b>12,939</b>       | <b>13,977</b>       | <b>12,073</b>       |



# **Wye River & Separation Creek Community Plan 2013**

**Adopted at public meeting  
10th February 2013**



Wye River & Separation Creek Community Plan 2013

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We wish to acknowledge the Department of Planning and Community Development, State of Victoria, for funding support of this project.

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Wye River & Separation Creek Community Plan 2013

1. Local Information



Wye River and Separation Creek are located on the Great Ocean Road, west of Lorne in a most picturesque and beautiful location. The community has limitations of access with the only roads into Wye River and Separation Creek being along the Great Ocean Road along the east and west. This has helped preserve the beautiful and pristine environment of the community. There is 4 WD access via the Wye Track and Wye Rd.

Wye River is home to a small local population that swells when non-resident owners and tourists visit the community. In the 2006 census Wye River/Separation Creek had a permanent population of 144. Wye River and Separation Creek were first occupied by white settlers in 1882 by brothers' Alex and Donald McCrae who were seeking to undertake farming and fishing enterprises. The first settlements were at Separation Creek and they named the river, the Wye River after the river in England. The Wye River post office opened in 1914 and the Surf Lifesaving Club, which is a key local feature, was first started in 1958.

Today Wye River/Separation Creek is known for its spectacular coastal views, the scenic Great Ocean Road, the adjoining Great Otway National Park and year round surfing. From a tourism perspective there are two caravan parks in Wye River. A General Store and Hotel caters for the needs of locals and visitors.

## Wye River & Separation Creek Community Plan 2013

### 2. The Community Process



The Colac Otway Shire has engaged a facilitator to assist with developing a community plan in Wye River and Separation Creek. This process was achieved through funding from the Department of Planning and Community Development (State of Victoria).

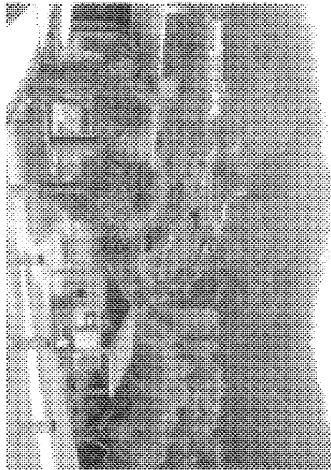
The process of undertaking the community plan was completed by holding a number of meetings in the Wye River community including:

- Attending a community session organised by the Wye River Progress Association
- Meetings with individual groups
- Conducting a meeting of persons representing all organisations to explain the community planning process
- Sending out invitations to meetings, suggestion sheets and a note in the local newsletter
- Conducting a community session to discuss and develop priorities for a community plan (March 2012)

The community considered the value of coordinating and combining effort for community initiatives and supported the concept of the community planning process for Wye River and Separation Creek. At the conclusion of the session (March 2012), a local community member volunteered to organise an invitation to all organisations and those interested present to assist in the implementation of the community plan.

Wye River & Separation Creek Community Plan 2013

### 3. Administering the Community Plan



In order to implement the community plan it was suggested that representatives from local groups and interested individuals form into a coordinating group with the group's goal to:

- Coordinate the efforts of the community
- Maximise access to resources and funding
- Involve community groups and residents to contribute in developing the initiatives and priorities

The coordinating group could provide leadership to ensure improvements are gained to manage and organise priority initiatives when planning and development of the priority initiatives are undertaken. Well planned and structured initiatives with full community support will increase the chances of all levels of government supporting funding for implementation.

The coordinating group could also ensure that for major projects, working parties are established that will enable broad sections of the community to contribute and participate in areas of their interest or passion. In order to undertake the various projects or initiatives the community group may form a new working group or use an existing community group to take the lead in developing those detailed plans or to implement projects.

The coordinating group can also provide opportunities to review of the community plan at least every two years and may amend the community plan if there is sufficient justification and a public process involving its alteration.

All residents and groups are encouraged to participate or contact the coordinating group to find out more and how the community plan process can help them achieve their projects or initiatives.

Wye River & Separation Creek Community Plan 2013

At the public meeting held on the 10 February 2013 the following groups were nominated to appoint a representative (together with a reserve representative) to the coordinating group:

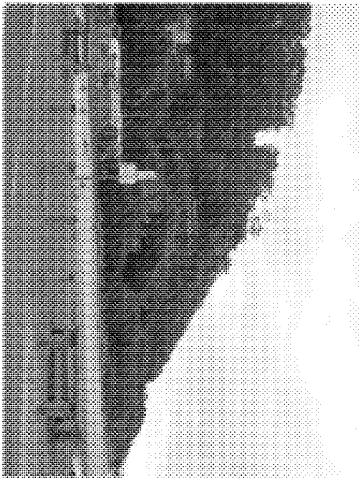
- Wye river & Separation Creek Progress Association
- Sporting & Social Club of Wye River, Separation Creek & Kennett
- CFA Women's Association
- Wye River Community Volunteers
- Harrington Park Committee
- Wye Riders Local
- Wye River Surf Lifesaving Club
- Wye River CFA
- Wye to Wongarra Landcare

In addition to the above nominations for the coordinating group, the following community members were also appointed to the coordinating group:

- Sue Hughes
- Aida Krasts
- Mark Stokes
- Andrew Pattison
- Marino Dicanillo
- Daryl Abrahams
- Sibylle Noras

Wye River & Separation Creek Community Plan 2013

4. Community Priorities – Key Topics



The Wye River & Separation Creek Community Plan is divided into the following topic areas:

- 1. Community Events and Activities
- 2. Recreation & Leisure
- 3. Public Infrastructure
- 4. Environment
- 5. Fire Safety
- 6. Other

The following pages identify the key initiatives and priorities under each topic area from the community session conducted on 31<sup>st</sup> March 2012. Although this was a public meeting of all residents, unfortunately not all residents could be present.

## Wye River & Separation Creek Community Plan 2013

### 4.1 Community Events & Activities



Wye River and Separation Creek is a beautiful place to live and visit. The community places significant importance on being engaged in initiatives occurring within the community and in connecting people that includes physical connection.

The activities that link the community are therefore central to enhancing community life and a better place to live and visit. It provides the community with an opportunity to build on the distinctive character of Wye River and Separation Creek and the chance to participate in activities that improve the area.

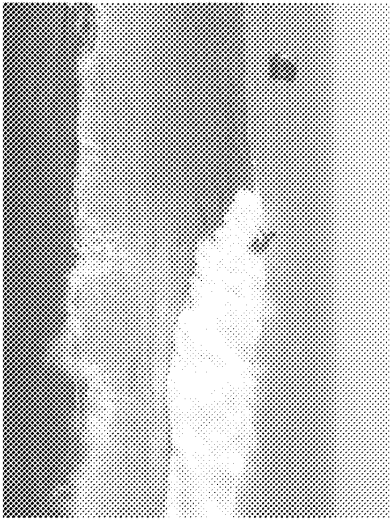
The events and activities also provide us with an opportunity to welcome visitors to our community, especially during the tourist season and participate in what we believe is a wonderful community.

The following suggestions were made to the public session, with 3 gaining overwhelming support:

1. Improve walking tracks that include sign posting on walking tracks and improve walking around the town to make more "family friendly"
2. "Summer in the Park" activities program – Harrington Park
3. More accessible bush walks. Construct a safe walking access between Wye River and Separation Creek by stabilising and upgrading Paddy's Path
4. Develop interpretation area for history of the Wye River/Separation Creek community

Wye River & Separation Creek Community Plan 2013

4.2 Recreation & Leisure



The outdoor lifestyle and respect for our environment provides an opportunity for wonderful open spaces within the Wye River and Separation Creek communities. The development of facilities that enhance the community's needs and aspirations provide an opportunity for promoting the growing reputation of Wye River and Separation Creek as a great place to visit and to undertake recreation and leisure activities.

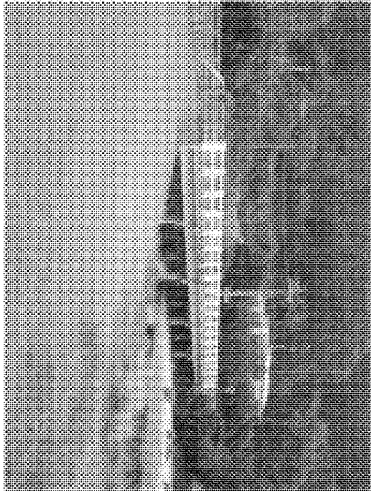
Connecting the community with activities and recreation within the community provides an opportunity to sustain the strong sense of community and associated willingness to enhance the key focal points of our natural beauty and the beach. Maintaining infrastructure that supports healthy activities is considered to be an important aspect that will impact on the community's vision for venues, facilities and space for fun and recreation.

The following suggestions were made to the public session, with points 4, 6 & 8 gaining most support:

1. Expanded playground (more climbing equipment)
2. Recreation/picnic space north side of bridge adjacent to car park
3. West bound walking track along Great Ocean Road
4. Multi-purpose recreation facility - Harrington Park (project underway)
5. Adventure playground on Council reserve abutting Harrington Park
6. Extension and renovation of Surf Life Saving Club
7. Endeavour to gain access to a gym (including classes)
8. Endeavour to establish a recreation oval in Wye River preferably behind the Big 4 Caravan Park
9. Upgrade the local recreation area near the shop and improve the tourist information on this site
10. Construct a fishing platform on the river

Wye River & Separation Creek Community Plan 2013

4.3 Public Infrastructure



The development of infrastructure within this community plan provides a framework to ensure that existing and future communities are provided with a full range of infrastructure to meet the needs for the next ten to twenty years.

Planning infrastructure is acknowledged by the community as being a long term process and often the necessary funds are provided through government agencies. The development of the community plan focuses the community's view that the key infrastructures identified in this plan are the types of facilities and infrastructure that will be needed to strengthen the community, address environmental issues and provide levels of safety for the residents.

The provision of this infrastructure is considered important to enable the community to continue to grow into a safe, creative, active and health community, where people can meet, interact and undertake activities.

The following suggestions were made to the public session, with points 1 & 2 gaining most support:

1. Pedestrian bridge across Separation Creek
2. Continue to explore opportunities for sewerage for community as new innovations occur (in turn will improve water quality)
3. Ensure there is sufficient water as the community continues to grow in size and increased tourism occurs
4. Pedestrian access on steep section of the Boulevard
5. Pedestrian crossing adjacent to general store to the beach
6. Improve pathways within the townships in particular the pathway from the end of Dunoon Street to Paddy's Path.

## Wye River & Separation Creek Community Plan 2013

### 4.4 Environment



Wye River and Separation Creek is widely acknowledged as one of the most beautiful places to live in Victoria. This is thanks, in no small part, to its outstanding beauty and pristine natural environment. The Wye River and Separation Creek community believe the preservation of the natural environment is vital to retain the community's character and its appeal to residents and visitors alike.

In order to maintain our position as an attractive place to live and visit, we must encourage activities that offer environmental, social and economic benefits that contribute to the unique quality of life in Wye River and Separation Creek. It is therefore important our activities protect and enhance our natural asset - the natural environment.

This community plan builds on the previous extensive work undertaken by a number of organisations with the aim to ensure Wye River and Separation Creek is a sustainable community that is vibrant, green and diverse.

The following suggestions were made to the public session, with points 1 & 3 gaining most support:

1. Weed eradication across public and private land in Wye River and Separation Creek
2. Weed management and control, particularly in Harrington Park
3. Bin solution for people not around on Monday / improved rubbish bin arrangements (Colac Otway Shire are currently resolving this issue)
4. Consider bagging rubbish rather than utilising bins (a public meeting in September 2012 resolved to keep the bin collection service)
5. Responsible management of septic tanks

Wye River & Separation Creek Community Plan 2013

4.5 Fire Safety



Unfortunately bush fires are a natural part of the Australian environment. Community preparedness and support for individuals to formulate their responses is considered the safest option for residents in the community. Critical decisions have to be made within a community and it is important that the whole community understands the message on different levels of fire danger ratings and how they are going to respond in those circumstances.

Victoria has adopted the new national Fire Danger Ratings and the new scale recognises the increase in severe bush fire conditions over the past decade.

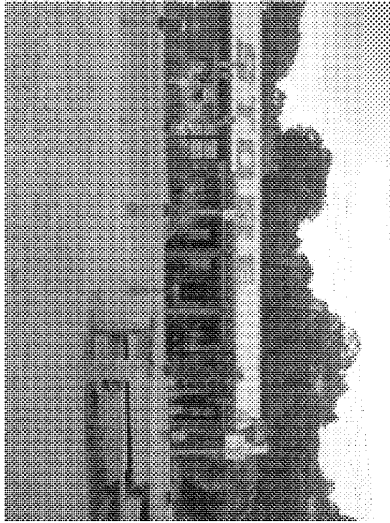
A key part of the Wye River and Separation Creek Community Plan is supporting the efforts of the CFA in facilitating and planning for fire safety within CFA established guidelines. The CFA is constantly preparing for bush fire survival and is making important decisions to support the community in understanding its options.

The following suggestions were made to the public session, all points fully supported:

1. Create and maintain a fire buffer on land outside town boundary
2. Make new footpaths to serve as an alternative escape in case of fire
3. Community to continue to develop fire safety planning measures and seek government approval and funds for implementation
4. Seek support to have the power lines placed underground in the Wye River/Separation Creek district

Wye River & Separation Creek Community Plan 2013

4.6 Other



The following issues do not directly relate to the key topics set out earlier in this community plan but are important in terms of ensuring the community engages with relevant authorities and business to continue to build and strengthen partnerships that will be required to bring sufficient resources to make a difference.

The following suggestions were made to the public session, with points 3 & 5 gaining most support:

1. Memorandum of Understanding (MOU) between associations
2. Acquisition of valley "paddock" for community use (this initiative cannot proceed following Council decisions)
3. A plan for traffic control during peak tourist seasons and resolve the car parking overflow problems.
4. Develop community contribution scheme to benefit from large events
5. Donleavy Fitzpatrick land to National Park status
6. Contain current development and do not allow further growth of the town.
7. Improve community communication to better inform residents and absentee owners (currently being undertaken).
8. Improve telecommunications in the Wye River & Separation Creek community, primarily to assist potential fire disaster issues and high holiday periods.

Wye River & Separation Creek Community Plan 2013

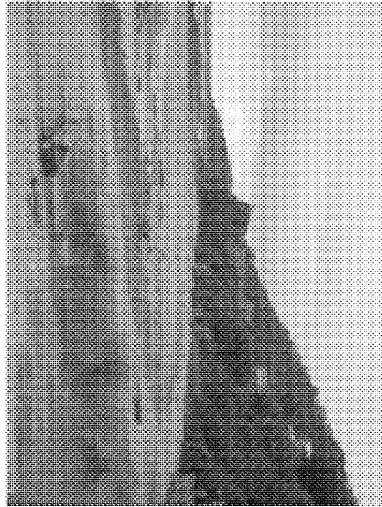
4.7 Initial Priorities

At the public meeting held on the 10<sup>th</sup> February 2013 the following were nominated as the most important key issues to be undertaken initially:

1. More accessible bush walks. Construct a safe walking access between Wye River and Separation Creek by stabilising and upgrading Paddy's Path.
2. Pedestrian bridge across Separation Creek.
3. Weed eradication across public and private land in Wye River and Separation Creek.
4. Community to continue to develop fire safety planning measures and seek government approval and funds for implementation.
5. Develop a plan for traffic control during peak seasons and resolve car parking.

## Wye River & Separation Creek Community Plan 2013

### 5 Other Administrative Matters



#### **Administration and processes**

The Wye River & Separation Creek Coordinating Group offers a leadership role and to provide transparency when establishing procedures that could manage community affairs when implementing the community plan initiative. These procedures will be developed to ensure democratic processes.

#### **Alterations to the community plan**

Since the community plan has been established through a public process, any alterations to the community plan also need to be undertaken through a public process. The community coordinating group therefore reserves the right to establish the procedures associated with any proposed change in order to retain the community plan as a vibrant, flexible and dynamic document.

#### **Review of the community plan**

The community plan will be reviewed approximately every two years through a public process to be determined by the community coordinating group.

#### **Dispute resolution**

In the event of any dispute, all parties concerned should meet, discuss and resolve the matter as soon as possible. If the parties are unable to resolve the dispute, they must hold a meeting in the presence of a person nominated through the Colac Otway Shire Council.

## Wye River & Separation Creek Community Plan 2013

### 6 Other Plans and Strategies

List of Council Strategies, Plans and Other Documents that may impact on Wye River & Separation Creek (as at October 2012)

#### Current Documents

##### a) Leadership and Governance

- Garbage Collection Safety Review – GHD (2012)
- Heatwave Strategy
- Municipal Emergency Management Plan
- Municipal Fire Management Plan
- Municipal Neighbourhood Safer Places Plan
- Municipal Relief and Recovery Plan

##### b) Physical Infrastructure and Assets

- Amended Road Management Plan
- Colac Otway Stormwater Management Plan
- Great Ocean Road Landscape Assessment Study 2004 (State Government)
- Road Asset Management Plan
- Road Safety Strategy
- Three Towns Drainage Strategy

##### c) Land Use and Development

- Colac Otway Planning Scheme
- Great Ocean Road Landscape Assessment Study 2004 (State Government)
- Kennett River, Wye River and Separation Creek Structure Plans (2008)

##### d) Environmental Management

- Rural Living Strategy (2011)
- Skenes Creek, Kennett River, Wye River and Separation Creek Neighbourhood Character Study (2005)
- 2012-2014 Environment Action Plan
- Environment Strategy 2010-2018
- Great Ocean Road Drainage Reserve – Land Management Plan
- Greenhouse Action Plan
- Roadside Vegetation Management Plan
- Waste Water Management Wye River, and Separation Creek – Issues Paper
- Weed Management Strategy
- Wye River Drainage Reserve – Land Management Plan

##### e) Economic Development

- Action Agenda for Economic Development 2009 – 2013
- Colac Otway Tourism Review (2006)

##### f) Community Health and Wellbeing

- Municipal Public Health & Wellbeing Plan 2009/2013
- Positive Ageing Strategy 2008/12
- Public Open Space Strategy 2011
- Recreation Strategy 2006/2010

##### g) Documents to be reviewed

- Environmental Management  
Domestic Wastewater Management Plan
- Community Health & Wellbeing  
Festival & Events Strategy 2007/2011

SUMMARY OF FESTIVAL & EVENTS SUPPORT SCHEME 2013/14

| APP NO | ORGANISATION                      | PROJECT                                              | RECOMMENDED AMOUNT | Date of Event | Amount Requested | Category | Community | Total Project Cost | Org Cost    | Org-Subsid Cost | Survey Info Provided | Subsidy Received | Revised Budget | Acquired Received | Event Application Received on time | 2012/13     | 2011/12    | 2010/11    | Comments                                                                                                    |
|--------|-----------------------------------|------------------------------------------------------|--------------------|---------------|------------------|----------|-----------|--------------------|-------------|-----------------|----------------------|------------------|----------------|-------------------|------------------------------------|-------------|------------|------------|-------------------------------------------------------------------------------------------------------------|
| 1      | Comic Golf Club                   | Hotel/Landmark markets                               | \$ 500.00          | 26/05/2013    | \$1,000.00       | Good     | Community | \$1,241.50         | \$361.50    | \$3,000.00      | -                    | -                | -              | -                 | No                                 | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 2      | Birmingham Golf Club Inc          | Birmingham Golf Club 100 Year Celebration            | \$ 1,000.00        | 13 & 14/11/13 | \$1,000.00       | Good     | Community | \$8,216.00         | \$2,562.00  | \$1,272.00      | -                    | -                | -              | -                 | Yes                                | \$5,000.00  | \$5,000.00 | \$4,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 3      | Burnley Primary School            | 105 Year Anniversary                                 | \$ 750.00          | 4/08/2013     | \$876.00         | Good     | Community | \$1,000.00         | -           | \$276.00        | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 4      | Crusoe & District History Group   | Crusoe History Society                               | \$ 500.00          | 10/09/2013    | \$500.00         | Good     | Community | \$1,000.00         | -           | \$500.00        | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 5      | Barnbrook Landscape Group         | Barnbrook Fine Festival                              | \$ 1,000.00        | 6/10/2013     | \$1,000.00       | Good     | Community | \$7,000.00         | \$1,000.00  | \$5,000.00      | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 6      | Comic Golf Club                   | Comic Golf Show                                      | \$ 500.00          | 12 & 13/11/13 | \$500.00         | Good     | Community | \$6,100.00         | -           | \$3,900.00      | -                    | -                | -              | -                 | Yes                                | \$500.00    | \$500.00   | \$500.00   | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 7      | The Rotary Club of Colne West     | Bulls Fair Fun                                       | \$ 1,000.00        | 28/02/2014    | \$1,000.00       | Good     | Community | \$8,250.00         | -           | \$2,900.00      | -                    | -                | -              | -                 | Yes                                | \$2,500.00  | \$2,500.00 | \$4,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 8      | Carlisle River Community Group    | An Autumn Night with Tilly's Equestrian & Dress Show | \$ 1,000.00        | 22/04/2014    | \$1,000.00       | Good     | Community | \$2,870.00         | \$100.00    | \$3,870.00      | -                    | -                | -              | -                 | No                                 | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 9      | Comic Golfers                     | Comic Golfers                                        | \$ 1,000.00        | 22/04/2014    | \$1,000.00       | Good     | Community | \$7,200.00         | -           | \$3,800.00      | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 10     | Healey Club of Colne              | CRBT Fun Run                                         | \$ 1,000.00        | 16/04/2014    | \$1,000.00       | Good     | Community | \$8,000.00         | \$1,000.00  | \$5,000.00      | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 11     | Leam Club Colne Inc               | Good Friday Fun Day 2014                             | \$ 1,000.00        | 18/04/2014    | \$1,000.00       | Good     | Community | \$1,500.00         | -           | \$500.00        | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 12     | Colongmans Veterans Golfers Assoc | VGA Colongmans Championships 2014                    | \$ 1,000.00        | 4/05/2014     | \$1,000.00       | Good     | Community | \$1,820.00         | -           | \$500.00        | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 13     | Southern Exposure                 | Run to End - Hill Mountain                           | \$ 1,000.00        | 8/05/2014     | \$1,000.00       | Good     | Community | \$2,100.00         | \$1,000.00  | \$5,000.00      | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 14     | Comic Golfers Baseball Club       | 30th Year Anniversary Ball                           | \$ 1,000.00        | 13/07/2014    | \$1,000.00       | Good     | Community | \$8,200.00         | \$1,500.00  | \$500.00        | -                    | -                | -              | -                 | Yes                                | \$1,000.00  | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 15     | Corporation of Colne              | Corporation of Colne                                 | \$ 2,500.00        | 29/09/2013    | \$2,500.00       | Good     | Community | \$8,850.00         | \$1,800.00  | \$3,725.00      | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 16     | Red Rock Regional Theatre         | Western Daring                                       | \$ 2,500.00        | 5/10/2013     | \$2,500.00       | Good     | Community | \$17,200.00        | \$6,100.00  | \$3,900.00      | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 17     | St Mary's Primary School          | 25th Choir Queen & Liturgy Expo                      | \$ 1,000.00        | 21/09/2013    | \$2,500.00       | Good     | Community | \$8,000.00         | \$546.00    | \$1,740.00      | -                    | -                | -              | -                 | Yes                                | \$1,000.00  | \$1,000.00 | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 18     | Burnley Primary School            | Community Club at Burnley Festival                   | \$ 1,000.00        | 13/10/2013    | \$2,500.00       | Good     | Community | \$4,200.00         | -           | \$1,500.00      | -                    | -                | -              | -                 | Yes                                | \$500.00    | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 19     | Warren Public Hall Committee      | Warren Flower Show                                   | \$ 2,500.00        | 23/10/2013    | \$2,500.00       | Good     | Community | \$13,780.00        | -           | \$1,000.00      | -                    | -                | -              | -                 | Yes                                | \$1,000.00  | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 20     | Comic Woodturners                 | Wood Design Exhibition 2013                          | \$ 2,250.00        | 28/11/13      | \$2,500.00       | Good     | Community | \$17,670.00        | -           | \$7,500.00      | -                    | -                | -              | -                 | Yes                                | \$2,000.00  | \$1,000.00 | \$1,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 21     | Comic Golfers                     | Comic Golfers                                        | \$ 1,000.00        | 2/12/13       | \$2,500.00       | Good     | Community | \$15,500.00        | \$1,000.00  | \$5,000.00      | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 22     | Comic Golfers                     | Comic Golfers                                        | \$ 1,000.00        | 7/12/2014     | \$2,500.00       | Good     | Community | \$8,200.00         | -           | \$1,700.00      | -                    | -                | -              | -                 | Yes                                | \$1,000.00  | \$1,000.00 | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 23     | Burnley Open Group                | Burnley Open Show                                    | \$ 1,000.00        | 20/12/2014    | \$2,500.00       | Good     | Community | \$18,800.00        | -           | \$1,700.00      | -                    | -                | -              | -                 | Yes                                | \$1,000.00  | \$1,000.00 | \$1,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 24     | Leam Club Colne & District        | Comic Golfers Festival                               | \$ 1,500.00        | 01/03/2014    | \$2,500.00       | Good     | Community | \$8,000.00         | -           | \$1,500.00      | -                    | -                | -              | -                 | Yes                                | \$1,000.00  | \$1,000.00 | \$2,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 25     | OSCA                              | 2013/2014 Hobbies, Games & Events                    | \$ 1,000.00        | 1/03/2014     | \$3,000.00       | Good     | Community | \$15,000.00        | \$1,500.00  | \$3,500.00      | -                    | -                | -              | -                 | Yes                                | \$3,000.00  | \$2,500.00 | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 26     | Comic Golfers                     | Comic Golfers                                        | \$ 1,000.00        | 20/11 & 1/12  | \$2,500.00       | Good     | Community | \$46,200.00        | -           | \$1,500.00      | -                    | -                | -              | -                 | Yes                                | \$ 1,000.00 | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 27     | Comic Golfers                     | Comic Golfers                                        | \$ 5,000.00        | 13/12/2013    | \$5,000.00       | Good     | Community | \$17,510.00        | \$824.66    | \$9,800.00      | -                    | -                | -              | -                 | Yes                                | \$5,000.00  | \$5,000.00 | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 28     | Comic Golfers                     | Comic Golfers                                        | \$ 3,000.00        | 1/03/2014     | \$5,000.00       | Good     | Community | \$20,275.00        | \$2,700.00  | \$5,000.00      | -                    | -                | -              | -                 | Yes                                | \$ 4,000.00 | \$3,000.00 | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 29     | Comic Golfers                     | Comic Golfers                                        | \$ 3,000.00        | 15/03/2013    | \$7,500.00       | Good     | Community | \$59,500.00        | \$50,000.00 | \$5,000.00      | -                    | -                | -              | -                 | Yes                                | \$3,000.00  | \$3,000.00 | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 30     | Burnley Community Group Inc       | Burnley Festival & Art Show                          | \$ 4,000.00        | 12 & 13/11/13 | \$7,500.00       | Good     | Community | \$88,880.00        | \$20,300.00 | \$25,000.00     | -                    | -                | -              | -                 | Yes                                | \$5,000.00  | \$5,000.00 | \$5,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 31     | Burnley Network Victoria          | Play Golf with the Stars 2013                        | \$ 5,000.00        | 28/01/13      | \$7,500.00       | Good     | Community | \$2,800,721.00     | -           | \$1,000.00      | -                    | -                | -              | -                 | Yes                                | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 32     | Comic Golf Club                   | Comic Golfers                                        | \$ 5,000.00        | 28/11/2014    | \$7,500.00       | Good     | Community | \$18,700.00        | \$361.50    | \$3,000.00      | -                    | -                | -              | -                 | No                                 | -           | -          | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 33     | Comic Golfers                     | Comic Golfers                                        | \$ 5,000.00        | 22/02/2014    | \$7,500.00       | Good     | Community | \$44,300.00        | \$2,500.00  | \$1,000.00      | -                    | -                | -              | -                 | Yes                                | \$ 4,000.00 | \$2,500.00 | -          | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 34     | Comic Golfers                     | Comic Golfers                                        | \$ 5,000.00        | 22/02/2014    | \$7,500.00       | Good     | Community | \$2,200.00         | \$1,000.00  | \$2,000.00      | -                    | -                | -              | -                 | Yes                                | \$2,000.00  | \$2,000.00 | \$6,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 35     | Comic Golfers                     | Comic Golfers                                        | \$ 5,000.00        | 28/11/2014    | \$7,500.00       | Good     | Community | \$2,200.00         | \$1,000.00  | \$2,000.00      | -                    | -                | -              | -                 | Yes                                | \$2,000.00  | \$2,000.00 | \$6,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 36     | Comic Golfers                     | Comic Golfers                                        | \$ 5,000.00        | 28/11/2014    | \$7,500.00       | Good     | Community | \$2,200.00         | \$1,000.00  | \$2,000.00      | -                    | -                | -              | -                 | Yes                                | \$2,000.00  | \$2,000.00 | \$6,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 37     | Comic Golfers                     | Comic Golfers                                        | \$ 3,000.00        | 27/02/2014    | \$7,500.00       | Good     | Community | \$2,200.00         | \$1,000.00  | \$2,000.00      | -                    | -                | -              | -                 | Yes                                | \$4,000.00  | \$4,000.00 | \$6,000.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |
| 38     | Comic Golfers                     | Comic Golfers                                        | \$ 5,000.00        | 17 & 18/11/14 | \$7,500.00       | Good     | Community | \$20,300.00        | \$1,500.00  | \$1,000.00      | -                    | -                | -              | -                 | Yes                                | \$4,000.00  | \$4,000.00 | \$7,500.00 | First time funding request for this event. Funding in 2011/12 was for a Community Grant. Much to be shared. |



RECREATION FACILITIES ASSESSMENTS 2013/2014

|                        |              |
|------------------------|--------------|
| TOTAL FUNDS            | \$80,000.00  |
| TOTAL PROJECT REQUESTS | \$119,741.25 |
| AVAILABLE BALANCE      | -\$39,741.25 |

|                                  |             |
|----------------------------------|-------------|
| TOTAL FUNDS                      | \$85,000.00 |
| TOTAL Councillor Recommendations | \$91,221.00 |
| AVAILABLE BALANCE                | -\$6,221.00 |

Additional funds coming from supplies of Special Equipment & Training

RECREATION FACILITIES ASSESSMENTS 2012/2013

| APP NO | ORGANISATION                                    | PROJECT                                     | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Org In Kind Cont | Misc Contributions / Sponsorship | Funding received 2011 | Funding received 2010 | Funding received 2009 | Councillor Comments                                                                                                                    | Councillor Recommended Amount |
|--------|-------------------------------------------------|---------------------------------------------|------------------|--------------------|---------------|------------------|----------------------------------|-----------------------|-----------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 1      | Apollo Bay & Oway District Agricultural Society | Garden landscaping at Farmer's Market Site  | \$5,000.00       | \$8,000.00         | \$3,000.00    | \$2,500.00       |                                  | No                    | No                    | No                    | Considered a good project, however, no funding was available. Requested Councillor to further investigate alternative funding options. | \$                            |
| 2      | Apollo Bay & Oway riding Club                   | Construction of a riding arena              | \$5,000.00       | \$12,424.40        | \$7,434.40    | \$1,800.00       |                                  | No                    | No                    | No                    | Recommended subject to EPA approval.                                                                                                   | \$ 5,000.00                   |
| 3      | Apollo Bay Football Club                        | Change room safety netting                  | \$4,000.00       | \$7,807.00         | \$3,007.00    | \$600.00         |                                  | No                    | No                    | Yes                   | Recommended for funding.                                                                                                               | \$ 4,000.00                   |
| 4      | Apollo Bay Pelicans Inc                         | Apollo Bay Foreshore Pelicans piste         | \$5,000.00       | \$10,000.00        | \$7,225.00    | \$2,675.00       |                                  | No                    | No                    | No                    | Recommend funding 50% of requested amount seek a matching contribution from Oway Coast Committee.                                      | \$ 2,500.00                   |
| 5      | Apollo Bay Sailing Club                         | Construction of outdoor meeting area        | \$5,000.00       | \$11,750.00        | \$3,500.00    | \$3,250.00       |                                  | No                    | No                    | No                    | Recommended for funding.                                                                                                               | \$ 5,000.00                   |
| 6      | Beae Community Centre Inc                       | Resurface flooring & replace stage curtains | \$5,000.00       | \$11,376.00        | \$6,376.00    | \$250.00         |                                  | Yes                   | Yes                   | Yes                   | Recommended for funding.                                                                                                               | \$ 5,000.00                   |
| 7      | Biregunna Cricket Club                          | Community Cricket Practice nets             | \$5,000.00       | \$11,829.00        | \$5,229.00    | \$1,800.00       |                                  | No                    | No                    | No                    | Recommended for funding.                                                                                                               | \$ 5,000.00                   |
| 8      | Biregunna Hall Committee                        | Ramp access restructuring                   | \$1,500.00       | \$3,000.00         | \$1,500.00    |                  |                                  | Yes                   |                       |                       | To be funded through 2013/14 Building Renewal Program.                                                                                 | \$                            |
| 9      | Carlisle River Public Hall Committee            | Hall electrical upgrade                     | \$5,000.00       | \$16,405.00        | \$5,500.00    |                  |                                  | No                    | No                    | No                    | Recommended for funding.                                                                                                               | \$ 5,000.00                   |
| 10     | Carlisle River Recreation Reserve               | New net for Pace Reserve building           | \$5,000.00       | \$10,000.00        | \$2,700.00    | \$5,300.00       |                                  | No                    | No                    | No                    | To be funded through 2013/14 Building Renewal Program.                                                                                 | \$                            |
| 11     | Chapplevale Junction Public Hall                | Installation of hall blinds                 | \$500.00         | \$1,000.00         | \$425.00      | \$75.00          |                                  | No                    | Yes                   | No                    | Recommended for funding.                                                                                                               | \$ 500.00                     |
| 12     | City United Cricket Club                        | Training facility upgrade                   | \$3,245.00       | No                 | \$745.00      |                  | \$ 2,500.00                      | Yes                   |                       |                       | Recommended for funding.                                                                                                               | \$ 3,245.00                   |

| APP NO | ORGANISATION                              | PROJECT                                              | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Org In Kind Cont | Misc Contributions / Sponsorship | Funding received 2011 | Funding received 2010 | Funding received 2009 | Councillor Comments                                                                                                                                                                                                                 | Councillor Recommended Amount |
|--------|-------------------------------------------|------------------------------------------------------|------------------|--------------------|---------------|------------------|----------------------------------|-----------------------|-----------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 13     | Colac Football Netball Club               | New electronic scoreboard                            | \$5,000.00       | Yes                | \$5,010.00    |                  | \$1,000.00                       | Yes                   | Yes                   | Yes                   | Recommended for funding.                                                                                                                                                                                                            | \$ 5,000.00                   |
| 14     | Colac Lawn Tennis Club                    | Tournament box & carmen upgrade                      | \$4,804.50       | \$9,609.00         | \$4,804.50    |                  |                                  | No                    | Yes                   | Yes                   | Recommended for funding.                                                                                                                                                                                                            | \$ 4,800.00                   |
| 15     | Colac Summer Netball Association Inc      | Construction of shelter shed at courts               | \$5,000.00       | \$12,859.00        | \$8,859.00    |                  |                                  |                       | Yes                   |                       | Recommended for funding.                                                                                                                                                                                                            | \$ 5,000.00                   |
| 16     | Colac Tigers Netball Club Inc             | Netball court shelter extension                      | \$4,992.00       | \$12,178.00        | \$4,992.00    | \$2,194.00       |                                  | Yes                   | Yes                   |                       | Club has submitted 2 applications totalling nearly \$10,000. Club has advised the scoreboard is the priority.                                                                                                                       | \$ -                          |
| 17     | Eliminy Public Hall Inc                   | Renovating storage area                              | \$1,614.50       | \$3,229.00         | \$1,614.50    |                  |                                  | Yes                   | Yes                   | Yes                   | Recommended for funding.                                                                                                                                                                                                            | \$ 1,615.00                   |
| 18     | Farrell Horse Riding Club                 | Clubroom renovation                                  | \$5,700.00       | \$7,400.00         | \$1,800.00    | \$2,100.00       |                                  | no                    | No                    | No                    | Recommended for funding.                                                                                                                                                                                                            | \$ 3,700.00                   |
| 19     | Harrington Park Committee                 | Construction of a Community fitness circuit          | \$5,000.00       | \$10,002.00        | \$5,000.00    | \$1,800.00       |                                  | No                    | No                    | No                    | There are other requirements that need to be considered when installing a fitness area that have not been investigated or allowed for in the application which will increase the project cost. No identified matching contribution. | \$ -                          |
| 20     | Ireawarra Cricket Club                    | Construction of a large equipment shed               | \$4,960.00       | \$9,920.00         | \$4,960.00    | \$ 2,000.00      |                                  | Yes                   | Yes                   |                       | Recommended for funding.                                                                                                                                                                                                            | \$ 4,960.00                   |
| 21     | Irewillipe Sports & Entertainment Complex | Safety fencing and matting for Cricket practice nets | \$2,211.00       | No                 | \$1,311.00    |                  | \$1,200.00                       | Yes                   | Yes                   | Yes                   | Recommend for funding.                                                                                                                                                                                                              | \$ 2,200.00                   |

| APP<br>NO | ORGANISATION                                         | PROJECT                                         | AMOUNT<br>REQUESTED | TOTAL<br>PROJECT COST | Org Cash Cont | Org In Kind<br>Cont | Misc<br>Contributions<br>/ Sponsorship | Funding<br>received<br>2011 | Funding<br>received<br>2010 | Funding<br>received<br>2009 | Councillor Comments                                           | Councillor<br>Recommended<br>Amount |
|-----------|------------------------------------------------------|-------------------------------------------------|---------------------|-----------------------|---------------|---------------------|----------------------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------------------------------------------|-------------------------------------|
| 22        | Owey Districts Football<br>Netball Club              | Installation of ground lights                   | \$4,366.25          | \$7,782.50            | \$3,416.25    | \$950.00            |                                        |                             |                             |                             | Recommended for funding.                                      | \$ 4,366.00                         |
| 23        | Owey Districts Historical<br>Society                 | Wyeanga Cemetery car<br>park and access         | \$3,500.00          | \$5,165.00            | \$2,000.00    | \$2,665.00          |                                        | No                          | No                          | No                          | Recommended for funding.                                      | \$ 3,500.00                         |
| 24        | Simpson Car Club Inc                                 | Construction of Community<br>storage area       | \$1,827.00          | \$4,694.00            | \$1,457.00    | \$1,300.00          |                                        | Yes                         | No                          | No                          | Recommended for funding.                                      | \$ 1,800.00                         |
| 25        | Stoneford Hall Committee                             | Installation of ceiling fans                    | \$1,386.00          | \$2,772.00            | \$1,386.00    |                     |                                        | No                          |                             |                             | To be funded through 2013/14 Building<br>Renewal Program.     | \$                                  |
| 26        | Swan Marsh Hall Committee                            | Construction of Storage<br>facilities           | \$3,460.00          | \$5,920.00            | \$2,260.00    | \$1,200.00          |                                        | no                          | no                          | no                          | Recommended for funding.                                      | \$ 3,460.00                         |
| 27        | Warncourt Tennis Club                                | Warncourt Tennis Clubrooms<br>upgrade - Stage 2 | \$5,000.00          | No                    | \$4,295.00    |                     | \$2,000.00                             | No                          | Yes                         |                             | Recommended for funding.                                      | \$ 5,000.00                         |
| 28        | Warren Public Hall Committee                         | Sport viewer removal                            | \$5,500.00          | \$3,000.00            | \$3,500.00    | \$1,185.00          |                                        | Yes                         |                             |                             | To be funded through 2013/14<br>Building Renewal Program.     | \$                                  |
| 29        | Warren Recreation Reserve<br>Committee of Management | Machinery shed floor                            | \$2,200.00          | \$4,700.00            | \$2,000.00    | \$500.00            |                                        | Yes                         |                             |                             | Recommended for funding.                                      | \$ 2,200.00                         |
| 30        | Yeodene Hall & Recreation<br>Reserve Committee       | Hall renovation -<br>Windows/roof/ramp access   | \$5,000.00          | No                    | \$5,400.00    |                     |                                        | no                          | no                          | no                          | Recommended for partial funding (roof<br>and window repairs). | \$ 3,400.00                         |
| 31        | Yuu-long Hall Committee                              | Public amenity enhancement -<br>Stage 3         | \$4,975.00          | \$10,235.00           | \$1,400.00    | \$3,900.00          |                                        | Yes                         | No                          | No                          | Recommended for funding.                                      | \$ 4,975.00                         |
|           |                                                      |                                                 | \$333,761.23        | \$235,937.56          | \$138,063.55  | \$35,244.00         |                                        |                             |                             |                             |                                                               | \$ 91,221.00                        |



|                        |              |
|------------------------|--------------|
| TOTAL FUNDS            | \$20,000.00  |
| TOTAL PROJECT REQUESTS | \$46,865.40  |
| AVAILABLE BALANCE      | -\$26,865.40 |

|                                  |             |
|----------------------------------|-------------|
| TOTAL FUNDS                      | \$20,000.00 |
| TOTAL Councillor recommendations | \$20,465.00 |
| AVAILABLE BALANCE                | -\$465.00   |

COMMUNITY PROJECTS ASSESSMENTS  
2013/2014

| APP NO | ORGANISATION                | PROJECT                                | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comments                                                                                                                | Councillor Recommended Amount |
|--------|-----------------------------|----------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 1      | Arcus Craft House, DOHC     | Construction of a playground           | \$6,000.00       | \$12,550.00        | \$6,000.00    |                                 | \$3,750.00       | No                       |                          |                          | Back at Councilor currently benefit in comparison to other projects, since we have been successful in funding through the program. | \$                            |
| 2      | Apollo Bay Arts Inc         | Warm Winter Warmth 20th Anniversary    | \$500.00         | \$2,100.00         | \$1,000.00    |                                 | \$200.00         | Yes                      | Yes                      | Yes                      | Recommend for funding.                                                                                                             | \$ 800.00                     |
| 3      | Apollo Bay Pony Club        | Purchase jump wings and dressage board | \$1,780.50       | \$3,561.00         | \$1,780.50    |                                 |                  | Yes                      |                          |                          | Recommend for funding.                                                                                                             | \$ 1,780.00                   |
| 4      | Beacon Community Centre Inc | Purchase a second-hand tractor         | \$6,000          | \$9,800            | \$6,000       |                                 |                  | Yes                      | Yes                      | Yes                      | Application was withdrawn.                                                                                                         | \$                            |
| 5      | Beacon Golf Club Inc        | Purchase of golfballer                 | \$1,075.00       | \$2,150.00         | \$1,075.00    |                                 |                  |                          |                          |                          | Recommend for funding.                                                                                                             | \$ 1,075.00                   |

|                        |              |
|------------------------|--------------|
| TOTAL FUNDS            | \$20,000.00  |
| TOTAL PROJECT REQUESTS | \$46,865.40  |
| AVAILABLE BALANCE      | -\$26,865.40 |

|                                  |             |
|----------------------------------|-------------|
| TOTAL FUNDS                      | \$20,000.00 |
| TOTAL Councillor recommendations | \$20,465.00 |
| AVAILABLE BALANCE                | -\$465.00   |

COMMUNITY PROJECTS ASSESSMENTS  
2013/2014

| APP NO | ORGANISATION                                             | PROJECT                                            | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comments                                                                                                                         | Councillor Recommended Amount |
|--------|----------------------------------------------------------|----------------------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 6      | Birregurra Community Group<br>- Tiger Trail              | Light trail assembly, safety                       | \$5,000.00       | \$40,000.00        | \$10,000.00   |                                 | \$5,000.00       | No                       | No                       | No                       | Strong project and supported in concept. However not to be funded through this program. Officer to investigate alternative funding sources. |                               |
| 7      | Birregurra Hall Committee                                | Replace stoves in Hall kitchen                     | \$1,675.00       | \$3,350.00         | \$1,675.00    |                                 |                  | Yes                      | Yes                      | Yes                      | Recommend for funding                                                                                                                       | \$ 1,675.00                   |
| 8      | Coleac & District of Victoria<br>Riding for the Disabled | Carriage riding for Coleac RDA clients             | \$1,000.00       | \$2,000.00         | \$500.00      |                                 | \$500.00         | No                       |                          |                          | Recommend for funding                                                                                                                       | \$ 1,000.00                   |
| 9      | Coleac Area Health                                       | New bike shed                                      | \$4,000.00       | \$8,800.00         |               |                                 | \$4,800.00       | No                       | Yes                      | No                       | Seek alternative funding options through other areas of Council.                                                                            | \$ -                          |
| 10     | Coleac Community Road Safety Council                     | Basic skills in car maintenance for female drivers | \$2,500.00       | \$4,000.00         |               |                                 | \$1,500.00       | No                       | No                       | No                       | Recommend for funding                                                                                                                       | \$ 2,000.00                   |
| 11     | Coleac Legacy House                                      | Exterior painting of Legacy House                  | \$5,000.00       | \$11,000.00        | \$6,000.00    |                                 |                  | No                       | Yes                      |                          | Recommend for funding                                                                                                                       | \$ 5,000.00                   |

|                        |              |
|------------------------|--------------|
| TOTAL FUNDS            | \$20,000.00  |
| TOTAL PROJECT REQUESTS | \$46,865.40  |
| AVAILABLE BALANCE      | -\$26,865.40 |

|                                  |             |
|----------------------------------|-------------|
| TOTAL FUNDS                      | \$20,000.00 |
| TOTAL Councillor Recommendations | \$20,465.00 |
| AVAILABLE BALANCE                | -\$465.00   |

COMMUNITY PROJECTS ASSESSMENTS  
2013/2014

| APP NO | ORGANISATION                    | PROJECT                                                       | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont                                 | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comments                                                                                                                        | Councillor Recommended Amount |
|--------|---------------------------------|---------------------------------------------------------------|------------------|--------------------|---------------|---------------------------------|--------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 12     | Friends of the Botanic Gardens  | Research for publication 'The History of the Botanic Gardens' | \$1,350.00       | \$2,850.00         | nil           |                                 | \$1,500.00                                       |                          |                          |                          | Recommendation for funding.                                                                                                                | \$ 1,350.00                   |
| 13     | Friends of the Botanic Gardens  | Development of a website for the Botanic Gardens              | \$1,000.00       | \$2,000.00         | nil           |                                 | \$1,000.00                                       |                          |                          |                          | Support proposed but majority vote is given to Councillor Recommendation Unit as they have no objection to the funding at Botanic Gardens. | \$                            |
| 14     | Glastonbury Community Services  | Mopower mtns - Access to All                                  | \$2,500.00       | \$6,675.00         | \$2,500.00    |                                 | \$1,675 (Glastonbury/Colac Indoor Sports Centre) | no                       | no                       | no                       | Recommendation for funding.                                                                                                                | \$ 2,500.00                   |
| 15     | Kanana Senior Citizens Centre   | Purchase of a copier/printers                                 | \$500.00         | \$599.00           | \$299.00      |                                 |                                                  | no                       | no                       | no                       | Recommendation for funding.                                                                                                                | \$ 300.00                     |
| 16     | Old Beachy Rail Trail Committee | Old Beachy Rail Trail map                                     | \$1,161.90       | \$2,329.80         | \$1,161.90    |                                 |                                                  | no                       | no                       | no                       | Recommendation for funding.                                                                                                                | \$ 1,165.00                   |
| 17     | Orway Derby Dolls               | ODD Equipment                                                 | \$4,920.00       | \$9,420.00         | \$5,500.00    |                                 |                                                  | no                       | no                       | no                       | Recommendation for partial funding (training component)                                                                                    | \$ 1,820.00                   |

|                        |              |
|------------------------|--------------|
| TOTAL FUNDS            | \$20,000.00  |
| TOTAL PROJECT REQUESTS | \$46,865.40  |
| AVAILABLE BALANCE      | -\$26,865.40 |

|                                  |             |
|----------------------------------|-------------|
| TOTAL FUNDS                      | \$20,000.00 |
| TOTAL Councillor Recommendations | \$20,465.00 |
| AVAILABLE BALANCE                | -\$465.00   |

COMMUNITY PROJECTS ASSESSMENTS  
2013/2014

| APP NO | ORGANISATION                    | PROJECT                                                         | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comments                                                                                  | Councillor Recommended Amount |
|--------|---------------------------------|-----------------------------------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|------------------------------------------------------------------------------------------------------|-------------------------------|
| 18     | The Rotary Group of Collingwood | Donating a long pathway at The Joseph P. Fallick Nature Reserve | \$4,000.00       | \$5,687.40         | \$1,497.00    |                                 | \$2,500.00       | Yes                      | Yes                      |                          | Not recommended for funding. Club has spent limited numerous times for this reserve in recent years. | \$ -                          |
|        |                                 |                                                                 | \$46,865.40      | \$118,032.20       | \$33,141.40   |                                 | \$20,850.00      |                          |                          |                          |                                                                                                      | \$ 20,465.00                  |

|                        |             |
|------------------------|-------------|
| TOTAL FUNDS            | \$20,000.00 |
| TOTAL PROJECT REQUESTS | \$15,090.90 |
| AVAILABLE BALANCE      | \$4,909.10  |

|                              |             |
|------------------------------|-------------|
| TOTAL FUNDS                  | \$20,000.00 |
| Total Councillor Recommended | \$13,274.00 |
| AVAILABLE BALANCE            | \$6,726.00  |

**SMALL EQUIPMENT & TRAINING ASSESSMENTS 2013/2014**

| APP NO | ORGANISATION                                                                | PROJECT                                       | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comment                                                     | Councillor Recommended Amount |
|--------|-----------------------------------------------------------------------------|-----------------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|------------------------------------------------------------------------|-------------------------------|
| 1      | Barongarook Hall & Tennis Reserve Committee - Barongarook Road, Barongarook | Replacement of old hall furniture storage     | \$1,000.00       | \$2,000.00         | \$1,000.00    |                                 |                  | yes                      |                          |                          | Recommended for funding.                                               | \$ 1,000.00                   |
| 2      | City United Cricket Club                                                    | Purchase a freaser & blower                   | \$924.50         | \$1,849.00         | \$924.50      |                                 |                  | yes                      | Yes                      | Yes                      | Recommended for funding.                                               | \$ 925.00                     |
| 3      | Colac & District Gem Club Inc                                               | Purchase of a jewelry drill                   | \$121.80         | \$243.60           | \$121.80      |                                 |                  | n/a                      | \$200.00                 | n/a                      | Recommended for funding.                                               | \$ 122.00                     |
| 4      | Colac & District Historical Society Inc                                     | Preservation and archive of historical prints | \$1,320.00       | \$1,320.00         | nil           |                                 | nil              | yes                      | Yes                      | Yes                      | Recommended for funding based on matching contribution from applicant. | \$ 660.00                     |

|                        |             |
|------------------------|-------------|
| TOTAL FUNDS            | \$20,000.00 |
| TOTAL PROJECT REQUESTS | \$15,090.90 |
| AVAILABLE BALANCE      | \$4,909.10  |

|                              |             |
|------------------------------|-------------|
| TOTAL FUNDS                  | \$20,000.00 |
| Total Councillor Recommended | \$13,274.00 |
| AVAILABLE BALANCE            | \$6,726.00  |

**SMALL EQUIPMENT & TRAINING ASSESSMENTS 2013/2014**

| APP NO | ORGANISATION                                         | PROJECT                                 | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comment                                                             | Councillor Recommended Amount |
|--------|------------------------------------------------------|-----------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|--------------------------------------------------------------------------------|-------------------------------|
| 5      | Colac & District of Victoria Riding for the Disabled | Purchase notebook, software and printer | \$643.50         | \$1,297.00         | \$643.50      |                                 | n/a              |                          |                          |                          | Recommended for funding.                                                       | \$ 645.00                     |
| 6      | Colac & District Pipes & Drums                       | Improving our image                     | \$420.00         | \$520.00           | ?             |                                 |                  |                          | Yes                      |                          | Recommended for partial funding based on matching contribution from applicant. | \$ 260.00                     |
| 7      | Colac Amateur Swimming Club                          | Bronze Accreditation course             | \$800.00         | \$1,200.00         | \$800.00      |                                 | Yes              | Yes                      | Yes                      | n/a                      | Recommended for funding.                                                       | \$ 600.00                     |
| 8      | Colac Budgeting Society Inc                          | Purchase laptop & printer               | \$706.50         | \$1,413.00         | \$706.50      |                                 | n/a              | n/a                      | n/a                      | n/a                      | Recommended for funding.                                                       | \$ 707.00                     |
| 9      | Colac Chorale                                        | Purchase original music for concert     | \$600.00         | \$1,228.50         | \$628.50      |                                 | n/a              |                          | Yes                      |                          | Recommended for funding.                                                       | \$ 600.00                     |

|                        |             |
|------------------------|-------------|
| TOTAL FUNDS            | \$20,000.00 |
| TOTAL PROJECT REQUESTS | \$15,090.90 |
| AVAILABLE BALANCE      | \$4,909.10  |

|                              |             |
|------------------------------|-------------|
| TOTAL FUNDS                  | \$20,000.00 |
| Total Councillor Recommended | \$13,274.00 |
| AVAILABLE BALANCE            | \$6,726.00  |

**SMALL EQUIPMENT & TRAINING ASSESSMENTS 2013/2014**

| APP NO | ORGANISATION                       | PROJECT                                    | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comment       | Councillor Recommended Amount |
|--------|------------------------------------|--------------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------|
| 10     | Colac Junior Badminton             | Racquets for Active After School Challenge | \$495.00         | \$990.00           | \$495.00      |                                 | ?                | n/a                      | n/a                      | n/a                      | Recommended for funding. | \$ 495.00                     |
| 11     | Colac Mallet Sports Club Inc       | Purchase hoops and trolleys                | \$875.00         | \$1,750.00         | \$875.00      |                                 |                  | n/a                      | Yes                      |                          | Recommended for funding. | \$ 875.00                     |
| 12     | Colac Pony Club Inc - SS           | Construction of a sand pit                 | \$402.60         | \$805.20           | \$402.60      |                                 |                  | Yes                      | Yes                      | Yes                      | Recommended for funding. | \$ 403.00                     |
| 13     | Colac Pony Club Inc Committee      | Junior Committee Leadership Competition    | \$305.00         | \$610.00           | \$305.00      |                                 |                  | n/a                      | Yes                      | n/a                      | Recommended for funding. | \$ 305.00                     |
| 14     | Colac Table Tennis Association Inc | Purchase of club uniform tops              | \$450.00         | \$900.00           | \$150.00      |                                 | \$300.00         | Yes                      | n/a                      | n/a                      | Recommended for funding. | \$ 450.00                     |

|                        |             |
|------------------------|-------------|
| TOTAL FUNDS            | \$20,000.00 |
| TOTAL PROJECT REQUESTS | \$15,090.90 |
| AVAILABLE BALANCE      | \$4,909.10  |

|                              |             |
|------------------------------|-------------|
| TOTAL FUNDS                  | \$20,000.00 |
| Total Councillor Recommended | \$13,274.00 |
| AVAILABLE BALANCE            | \$6,726.00  |

**SMALL EQUIPMENT & TRAINING ASSESSMENTS 2013/2014**

| APP NO | ORGANISATION                                                               | PROJECT                                                                   | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comment                                                                                  | Councillor Recommended Amount |
|--------|----------------------------------------------------------------------------|---------------------------------------------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------|
| 15     | Colac Veteran Cycling Club                                                 | Purchase of road safety communication equipment                           | \$1,000.00       | \$2,000.00         | \$1,000.00    |                                 |                  | n/a                      | n/a                      | n/a                      | Recommended for funding.                                                                            | \$ 1,000.00                   |
| 16     | Colac Woodturners & Woodcarvers Guild                                      | Purchase of dust extraction, lathe and tool sharpening equipment          | \$1,000.00       | \$2,091.52         | \$1,091.52    |                                 |                  | \$2,050.00               | \$1,830.00               |                          | Recommended for funding.                                                                            | \$ 1,000.00                   |
| 17     | Colac Writers Guild                                                        | Writers workshop & microphone                                             | \$850.00         | \$1,700.00         | \$650.00      |                                 | \$200.00         | n/a                      | Yes                      | Yes                      | Recommended for funding.                                                                            | \$ 850.00                     |
| 18     | Geelong & South Western Rail Heritage Society Inc. (Geelong Train Station) | Construct on & erection of Station name board at Geelong Railway Station  | \$752.00         | \$1,504.00         | \$2.00        |                                 | \$750.00         | n/a                      | n/a                      | n/a                      | Recommended for funding.                                                                            | \$ 752.00                     |
| 19     | Harrington Park Committee                                                  | Purchase of projector, screen, speaker, microphone, stand & CD/DVD player | \$1,000.00       | \$2,002.00         | \$1,002.00    |                                 |                  | n/a                      | n/a                      | n                        | Encourage applicant to apply again once the Harrington park improvement project has been completed. | \$ -                          |

|                        |             |
|------------------------|-------------|
| TOTAL FUNDS            | \$20,000.00 |
| TOTAL PROJECT REQUESTS | \$15,090.90 |
| AVAILABLE BALANCE      | \$4,909.10  |

|                              |             |
|------------------------------|-------------|
| TOTAL FUNDS                  | \$20,000.00 |
| Total Councillor Recommended | \$13,274.00 |
| AVAILABLE BALANCE            | \$6,726.00  |

**SMALL EQUIPMENT & TRAINING ASSESSMENTS 2013/2014**

| APP NO | ORGANISATION                                 | PROJECT                             | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2012/13 | Funding received 2011/12 | Funding received 2010/11 | Councillor Comment       | Councillor Recommended Amount |
|--------|----------------------------------------------|-------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------|
| 20     | The Coliac & District Dog Obedience Club Inc | Purchase a f/val box & refrigerator | \$625.00         | \$1,250.00         | \$650.00      |                                 |                  | n/a                      | n/a                      | n/a                      | Recommended for funding. | \$ 625.00                     |
| 21     | Wye River Surf Life Saving Club              | Purchase of male nipper board pads  | \$1,000.00       | \$2,000.00         | \$1,000.00    |                                 |                  | n/a                      | n/a                      | n/a                      | Recommended for funding. | \$ 1,000.00                   |
|        |                                              |                                     | \$15,090.90      | \$28,663.82        | \$12,247.92   | \$0.00                          | \$1,250.00       |                          |                          |                          |                          | \$ 13,274.00                  |



**COPACC ASSISTANCE PROGRAM 2013/2014**

|                        |             |
|------------------------|-------------|
| TOTAL FUNDS            | \$10,000.00 |
| TOTAL PROJECT REQUESTS | \$16,373.50 |
| AVAILABLE BALANCE      | -\$6,373.50 |

|                              |             |
|------------------------------|-------------|
| TOTAL FUNDS                  | \$10,000.00 |
| Total Councillor recommended | \$10,751.00 |
| AVAILABLE BALANCE            | -\$751.00   |

|                            |             |
|----------------------------|-------------|
| TOTAL FUNDS                | \$10,000.00 |
| Officer Recommended Amount | \$10,751.00 |
| AVAILABLE BALANCE          | -\$751.00   |

Additional funds to come from surplus of 2012/13 - Club made to complete project.

**COPACC ASSISTANCE MASTER 2012/2013**

| AP P NO | ORGANISATION                               | PROJECT                                                            | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cost | Org In kind Cost | Misc Contributions Sponsorship | Previous Funding 2012/13 | Previous Funding 2011/12 | Previous Funding 2010/11 | COUNCIL ENDORSED COMMENTS                                                             | Councillor Recommended Amount |
|---------|--------------------------------------------|--------------------------------------------------------------------|------------------|--------------------|---------------|------------------|--------------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------------------------------------------------------|-------------------------------|
| 1       | Coiac Area Health                          | Youth Health Hub Art Exhibition Gala                               | \$1,500.00       | \$3,720.00         | \$1,500.00    | 720.00           |                                | Yes                      | Yes                      |                          | Recommended for funding.                                                              | \$1,500.00                    |
| 2       | Coiac Music Teachers Association           | Coiac Music Teachers Exhibition 2013                               | \$744.50         | \$3,210.50         | \$2,150.00    | \$316.00         |                                |                          |                          |                          | Recommended for funding.                                                              | \$ 745.00                     |
| 3       | Coiac West Primary School                  | Coiac West Primary Production                                      | \$940.00         | \$2,630.00         | \$940.00      |                  |                                | Yes                      | Yes                      | Yes                      | Recommended for funding.                                                              | \$940.00                      |
| 4       | Coiac Woodrunners & Woodcrafters Guild Inc | Coiac Ohave Wood Design Exhibition 2013                            | \$1,071.00       | \$17,671.00        | as required   | \$7,500.00       |                                |                          | Yes                      |                          | Recommended for funding.                                                              | \$1,071.00                    |
| 5       | FreeZA (Iac & Co Productions)              | The Oco Awards incorporating The Young Ambassador Awards           | \$825.00         | \$7,025.00         | \$5,291.50    | \$300.00         |                                | Yes                      | Yes                      | Yes                      | Recommended for funding.                                                              | \$825.00                      |
| 6       | FreeZA Coiac (Iac & Co Productions)        | Battle of the Bands                                                | \$1,095.00       | \$8,485.00         | \$800.00      | \$2,500.00       |                                | Yes                      | Yes                      | Yes                      | Recommended for funding.                                                              | \$ 1,095.00                   |
| 7       | Sophisticated Swing                        | Sophisticated Swing/Sweathearts performance                        | \$5,144.00       | \$21,894.00        | \$1,000.00    | \$16,750.00      |                                | Yes                      |                          |                          | Recommended for funding based on 50% of Copacc hire quote.                            | \$ 813.00                     |
| 8       | The Coiac Players Inc                      | Production & Performance of 1 amateur Theatre production at COPACC | \$5,053.00       | \$88,940.00        | \$1,987.00    | \$73,000.00      |                                | yes                      | Yes                      | Yes                      | Recommended for a reduced amount of funding based on equity or distribution of funds. | \$ 3,761.00                   |
|         |                                            |                                                                    | \$16,373.50      | \$163,555.50       | \$13,658.50   | \$8,716.00       |                                |                          |                          |                          |                                                                                       | \$ 10,751.00                  |





**COLAC OTWAY SHIRE COUNCIL**  
**Instrument of Delegation**

In exercise of the power conferred by section 98(1) of the *Local Government Act* 1989 (the Act) and all other powers enabling it, the Colac Otway Shire Council (Council) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation.

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 26 June 2013;
2. the delegation
  - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2 is subject to any conditions and limitations set out in the Schedule;
  - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 2.4 remains in force until Council resolves to vary or revoke it.
3. The member of Council staff occupying the position or title of or acting in the position of Chief Executive Officer may delegate to a member of Council staff any of the powers (other than the power of delegation conferred by section 98(3) of the Act or any other powers not capable of sub-delegation) which this Instrument of Delegation delegates to him or her.

The common seal of the  
Colac Otway Shire Council  
was hereto affixed in accordance  
with Local Law No 4

.....  
Chief Executive Officer

**SCHEDULE**

The power to

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

**Conditions and Limitations**

The delegate must not determine the issue, take the action or do the act or thing

4. if the issue, action, act or thing is an issue, action, act or thing which involves
  - 4.1 awarding a contract exceeding the value of \$250,000.
  - 4.2 making a local law under Part 5 of the Act;
  - 4.3 approval of the Council Plan under s.125 of the Act;
  - 4.4 adoption of the Strategic Resource Plan under s.126 of the Act;
  - 4.5 preparation or adoption of the Budget or a Revised Budget under Part 6 of the Act;
  - 4.6 adoption of the Auditor's Report, Annual Financial Statements, Standard Statements and Performance Statement under Part 6 of the Act;
  - 4.7 determining pursuant to s.37 of the Act that an extraordinary vacancy on Council not be filled;
  - 4.8 exempting a member of a special committee who is not a Councillor from submitting a return under s.81 of the Act;
  - 4.9 appointment of councillor or community delegates or representatives to external organisations; or
  - 4.10 the return of the general valuation and any supplementary valuations;
5. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
6. if the determining of the issue, taking of the action or doing of the act or thing would or would likely to involve a decision which is inconsistent with a
  - 6.1 policy; or
  - 6.2 strategyadopted by Council; or
7. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a) – (f)(inclusive) of the Act or otherwise; or
8. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

Maddocks Delegations and Authorisations

**S6. Instrument of Delegation – Members of Staff**

**Colac Otway Shire Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**

26 June 2013

S6. Instrument of Delegation – Members of Staff

### Instrument of Delegation

In exercise of the power conferred by section 98(1) of the *Local Government Act 1989* and the other legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. records that a reference in the Schedule to:

|         |                                                            |
|---------|------------------------------------------------------------|
| "BEA"   | means Building and Environment Administrator               |
| "CC"    | means Contracts Co-ordinator                               |
| "EHC"   | means Environmental Health Co-ordinator                    |
| "EHO"   | means Environmental Health Officer (FSO)                   |
| "EO"    | means Environment Officer                                  |
| "EP"    | means Environment Planner                                  |
| "GMCCS" | means General Manager Corporate and Community Services     |
| "GMSPD" | means General Manager Sustainable Planning and Development |
| "GMIS"  | means General Manager Infrastructure and Services          |
| "LLO"   | means Local Laws Co-ordinator                              |
| "LLO"   | means Local Laws Officer                                   |
| "MBS"   | means Municipal Building Surveyor                          |
| "MCW"   | means Manager Capital Works                                |
| "MCWS"  | means Manager Cosworks                                     |
| "MECS"  | means Manager Environment & Community Safety               |
| "MFCS"  | means Manager Finance & Customer Services                  |
| "MFPO"  | means Municipal Fire Prevention Officer                    |
| "MHCS"  | means Manager Health & Community Services                  |
| "MPB"   | means Manager Planning and Building                        |
| "MSA"   | means Manager Sustainable Assets                           |
| "PA"    | means Planning Assistant                                   |
| "PC"    | means Planning Co-ordinator                                |
| "PCofC" | means Planning Committee of Council                        |
| "PRC"   | means Property & Rates Co-ordinator                        |
| "PLO"   | means Planning Officer (inc. Planning Enforcement Officer) |

3. declares that:
  - 3.1 this Instrument of Delegation is authorised by resolution of Council passed on 27 March 2013.
  - 3.2 the delegation:
    - 3.1.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
    - 3.1.2 remains in force until varied or revoked;
    - 3.1.3 is subject to any conditions and limitations set out in the Schedule; and
    - 3.1.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts.

Deleted: 27 March

| S6. Instrument of Delegation – Members of Staff

26 June 2013

This Delegation was amended by Resolution of the Colac Otway Shire Council on

THE COMMON SEAL of the )  
COLAC OTWAY SHIRE COUNCIL was )  
hereunto affixed in the presence of: )

.....  
Chief Executive Officer

.....  
Date

| S6. Instrument of Delegation – Members of Staff

26 June 2013

Deleted: 27 March

SCHEDULE

| S6. Instrument of Delegation – Members of Staff

26 June 2013

Deleted: 27 March

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S6. Instrument of Delegation – Members of Staff

26 June 2013

Deleted: 7 March

1

| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                                                 |                      |                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                                                        | Column 3             | Column 4                                                                                                    |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                                                                 | DELEGATE             | CONDITIONS & LIMITATIONS                                                                                    |
| s.8(1)(a)(ii)                                                                                                                                                                                                                                                                               | power to manage one or more public cemeteries                                                                                                                   | PRC<br>GMCCS<br>MFCS | <ul style="list-style-type: none"> <li>where appointed to manage cemetery by Governor in Council</li> </ul> |
| s.12(1)                                                                                                                                                                                                                                                                                     | function, to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act. | PRC<br>GMCCS<br>MFCS | where Council is a Class B cemetery trust                                                                   |
| s.12(2)                                                                                                                                                                                                                                                                                     | duty to have regard to the matters set out in paragraphs (a)-(c) in exercising its functions                                                                    | PRC<br>GMCCS<br>MFCS | where Council is a Class B cemetery trust                                                                   |
| s.13                                                                                                                                                                                                                                                                                        | duty to do anything necessary or convenient to enable it to carry out its functions                                                                             | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.14                                                                                                                                                                                                                                                                                        | power to manage multiple public cemeteries as if they are one cemetery                                                                                          | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.15(1) and (2)                                                                                                                                                                                                                                                                             | power to delegate powers or functions other than those listed                                                                                                   | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.15(4)                                                                                                                                                                                                                                                                                     | duty to keep records of delegations                                                                                                                             | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.17(1)                                                                                                                                                                                                                                                                                     | power to employ any persons necessary                                                                                                                           | PRC<br>GMCCS<br>MFCS |                                                                                                             |

Deleted: 27 March

26 June 2013

[MAR: 2264237v1] S6. Instrument of Delegation – Members of Staff

2

| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                      |                      |                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                             | Column 3             | Column 4                                                                                                    |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                      | DELEGATE             | CONDITIONS & LIMITATIONS                                                                                    |
| s.17(2)                                                                                                                                                                                                                                                                                     | power to engage any professional, technical or other assistance considered necessary | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.17(3)                                                                                                                                                                                                                                                                                     | power to determine the terms and conditions of employment or engagement              | PRC<br>GMCCS<br>MFCS | subject to any guidelines or directions of the Secretary                                                    |
| s.18(3)                                                                                                                                                                                                                                                                                     | duty to comply with a direction from the Secretary                                   | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.19                                                                                                                                                                                                                                                                                        | power to carry out or permit the carrying out of works                               | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.20(1)                                                                                                                                                                                                                                                                                     | duty to set aside areas for the interment of human remains                           | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.20(2)                                                                                                                                                                                                                                                                                     | power to set aside areas for the purposes of managing a public cemetery              | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.20(3)                                                                                                                                                                                                                                                                                     | power to set aside areas for those things in paragraphs (a) – (e)                    | PRC<br>GMCCS<br>MFCS |                                                                                                             |
| s.21(1)                                                                                                                                                                                                                                                                                     | power to establish and operate a crematorium in a public cemetery                    | PRC<br>GMCCS<br>MFCS | Council must not establish or operate a crematorium set aside for particular religious or community groups. |
| s.22                                                                                                                                                                                                                                                                                        | power to establish mausolea facilities                                               | PRC<br>GMCCS<br>MFCS | subject to the prior written approval of the secretary                                                      |

Deleted: 27 March

26 June 2013

S6. Instrument of Delegation – Members of Staff

3

| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                            |                      |                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                   | Column 3             | Column 4                                                                                                                 |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                            | DELEGATE             | CONDITIONS & LIMITATIONS                                                                                                 |
| s.24(2)                                                                                                                                                                                                                                                                                     | power to apply to the Secretary for approval to alter the existing distribution of land                                    | PRC<br>GMCCS<br>MFCS |                                                                                                                          |
| s.26(1)                                                                                                                                                                                                                                                                                     | power to make rules for or with respect to the general care, protection and management of a public cemetery                | PRC<br>GMCCS<br>MFCS |                                                                                                                          |
| s.36                                                                                                                                                                                                                                                                                        | power to grant licences to enter and use part of the land or building in a public cemetery in accordance with this section | PRC<br>GMCCS<br>MFCS | subject to the approval of the Minister                                                                                  |
| s.37                                                                                                                                                                                                                                                                                        | power to grant leases over land in a public cemetery in accordance with this section                                       | PRC<br>GMCCS<br>MFCS | subject to the Minister approving the purpose                                                                            |
| s.39(1)                                                                                                                                                                                                                                                                                     | power to fix fees and charges or a scale of fees and charges for its services in accordance with this section              | PRC<br>GMCCS<br>MFCS | Subject to the Minister approving the purpose                                                                            |
| s.39(3)                                                                                                                                                                                                                                                                                     | power to fix different fees and charges for different cases or classes of cases                                            | PRC<br>GMCCS<br>MFCS |                                                                                                                          |
| s.40                                                                                                                                                                                                                                                                                        | duty to notify Secretary of fees and charges fixed under section 39                                                        | PRC<br>GMCCS<br>MFCS |                                                                                                                          |
| s.45                                                                                                                                                                                                                                                                                        | power to invest money                                                                                                      | PRC<br>GMCCS<br>MFCS | subject to any direction of the Minister.<br>This provision does not apply if the management of the public cemetery is a |

Deleted: 27 March

26 June 2013

S6. Instrument of Delegation – Members of Staff

4

| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                        |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                               | Column 3             | Column 4                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                                        | DELEGATE             | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                                                                                                                                                                                     |
| s.46                                                                                                                                                                                                                                                                                        | power to borrow money to enable it to perform its functions and exercise its powers                                                    | PRC<br>GMCCS<br>MFCS | municipal council, not a cemetery trust. In this case the borrowing and investment powers are governed by the <i>Local Government Act 1989</i> .<br>subject to the approval and conditions of the Treasurer.<br>This provision does not apply if the management of the public cemetery is a municipal council, not a cemetery trust. In this case the borrowing and investment powers are governed by the <i>Local Government Act 1989</i> . |
| s.47                                                                                                                                                                                                                                                                                        | power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery | PRC<br>GMCCS<br>MFCS | provided the street was constructed pursuant to the <i>Local Government Act 1989</i>                                                                                                                                                                                                                                                                                                                                                         |
| s.57(1)                                                                                                                                                                                                                                                                                     | duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act                         | PRC<br>GMCCS<br>MFCS | applies only to municipal councils, not cemetery trusts.<br>Report must contain the particulars listed in s.57(2).                                                                                                                                                                                                                                                                                                                           |
| s.59                                                                                                                                                                                                                                                                                        | duty to keep records for each public cemetery                                                                                          | PRC<br>GMCCS<br>MFCS |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| s.60(1)                                                                                                                                                                                                                                                                                     | duty to make information in records available to the public for historical or research purposes                                        | PRC<br>GMCCS<br>MFCS |                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                 |                      |                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                        | Column 3             | Column 4                                                               |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                                 | DELEGATE             | CONDITIONS & LIMITATIONS                                               |
| s.60(2)                                                                                                                                                                                                                                                                                     | power to charge fees for providing information                                                                                  | PRC<br>GMCCS<br>MFCS |                                                                        |
| s.64(4)                                                                                                                                                                                                                                                                                     | duty to comply with a direction from the Secretary under section 64(3)                                                          | PRC<br>GMCCS<br>MFCS |                                                                        |
| s.64B(d)                                                                                                                                                                                                                                                                                    | power to permit interments at a reopened cemetery                                                                               | PRC<br>GMCCS<br>MFCS |                                                                        |
| s.66(1)                                                                                                                                                                                                                                                                                     | power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park                 | PRC<br>GMCCS<br>MFCS | the application must include the requirements listed in s.66(2)(a)-(d) |
| s.69                                                                                                                                                                                                                                                                                        | duty to take reasonable steps to notify of conversion to historic cemetery park                                                 | PRC<br>GMCCS<br>MFCS |                                                                        |
| s.70(1)                                                                                                                                                                                                                                                                                     | duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed | PRC<br>GMCCS<br>MFCS |                                                                        |
| s.70(2)                                                                                                                                                                                                                                                                                     | duty to make plans of existing place of interment available to the public                                                       | PRC<br>GMCCS<br>MFCS |                                                                        |
| s.71(1)                                                                                                                                                                                                                                                                                     | power to remove any memorials or other structures in an area to which an approval to convert applies                            | PRC<br>GMCCS<br>MFCS |                                                                        |

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| <b>CEMETERIES AND CREMATORIA ACT 2003</b><br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                                      |                      |                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|
| Column 1                                                                                                                                                                                                                                                                                           | Column 2                                                                                                                                             | Column 3             | Column 4                 |
| PROVISION                                                                                                                                                                                                                                                                                          | THING DELEGATED                                                                                                                                      | DELEGATE             | CONDITIONS & LIMITATIONS |
| s.71(2)                                                                                                                                                                                                                                                                                            | power to dispose of any memorial or other structure removed                                                                                          | PRC<br>GMCCS<br>MFCS |                          |
| s.72(2)                                                                                                                                                                                                                                                                                            | duty to comply with request received under section 72                                                                                                | PRC<br>GMCCS<br>MFCS |                          |
| s.73(1)                                                                                                                                                                                                                                                                                            | power to grant a right of interment                                                                                                                  | PRC<br>GMCCS<br>MFCS |                          |
| s.73(2)                                                                                                                                                                                                                                                                                            | power to impose conditions on the right of interment                                                                                                 | PRC<br>GMCCS<br>MFCS |                          |
| s.75                                                                                                                                                                                                                                                                                               | power to grant the rights of interment set out in subsections (a) and (b)                                                                            | PRC<br>GMCCS<br>MFCS |                          |
| s.76(3)                                                                                                                                                                                                                                                                                            | duty to allocate a piece of interment if an unallocated right is granted                                                                             | PRC<br>GMCCS<br>MFCS |                          |
| s.77(4)                                                                                                                                                                                                                                                                                            | power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application | PRC<br>GMCCS<br>MFCS |                          |
| s.80(1)                                                                                                                                                                                                                                                                                            | function of receiving notification and payment of transfer of right of interment                                                                     | PRC<br>GMCCS<br>MFCS |                          |

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| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                        |                      |                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                               | Column 3             | Column 4                                                                     |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                                        | DELEGATE             | CONDITIONS & LIMITATIONS                                                     |
| s.80(2)                                                                                                                                                                                                                                                                                     | function of recording transfer of right of interment                                                                                   | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.82(2)                                                                                                                                                                                                                                                                                     | duty to pay refund on the surrender of an unexercised right of interment                                                               | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.83(2)                                                                                                                                                                                                                                                                                     | duty to pay refund on the surrender of an unexercised right of interment (sold holder)                                                 | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.83(3)                                                                                                                                                                                                                                                                                     | power to remove any memorial and grant another right of interment for a surrendered right of interment                                 | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.84(1)                                                                                                                                                                                                                                                                                     | function of receiving notice of surrendering an entitlement to a right of interment                                                    | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.85(1)                                                                                                                                                                                                                                                                                     | duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry                                     | PRC<br>GMCCS<br>MFCS | the notice must be in writing and contain the requirements listed in s.85(2) |
| s.86                                                                                                                                                                                                                                                                                        | power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.87(3)                                                                                                                                                                                                                                                                                     | duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment                  | PRC<br>GMCCS<br>MFCS |                                                                              |

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| <b>CEMETERIES AND CREMATORIA ACT 2003</b><br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                                       |                      |                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                           | Column 2                                                                                                                                              | Column 3             | Column 4                                                                                                                                                               |
| PROVISION                                                                                                                                                                                                                                                                                          | THING DELEGATED                                                                                                                                       | DELEGATE             | CONDITIONS & LIMITATIONS                                                                                                                                               |
| s.88                                                                                                                                                                                                                                                                                               | function to receive applications to carry out a life and reposition procedure at a place of interment                                                 | PRC<br>GMCCS<br>MFCS |                                                                                                                                                                        |
| s.89(1)                                                                                                                                                                                                                                                                                            | power to approve or refuse an application for a lift and re-position procedure in accordance with sub-section (2) & (3)                               | PRC<br>GMCCS<br>MFCS | <ul style="list-style-type: none"> <li>Can only be delegated to members of a committee established under section 86 of the <i>Local Government Act 1989</i></li> </ul> |
| s.90                                                                                                                                                                                                                                                                                               | power to authorise a person without an exhumation licence to carry out a lift and re-position procedure as set out in section 90(1)(a)-(d)            | PRC<br>GMCCS<br>MFCS | <ul style="list-style-type: none"> <li>Can only be delegated to members of a committee established under section 86 of the <i>Local Government Act 1989</i></li> </ul> |
| s.91(1)                                                                                                                                                                                                                                                                                            | power to cancel a right of interment in accordance with this section                                                                                  | PRC<br>GMCCS<br>MFCS |                                                                                                                                                                        |
| s.91(3)                                                                                                                                                                                                                                                                                            | duty to publish notice of intention to cancel right of interment                                                                                      | PRC<br>GMCCS<br>MFCS |                                                                                                                                                                        |
| s.92                                                                                                                                                                                                                                                                                               | power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment | PRC<br>GMCCS<br>MFCS |                                                                                                                                                                        |
| s.98(1)                                                                                                                                                                                                                                                                                            | function of receiving application to establish or alter a memorial or a place of interment                                                            | PRC<br>GMCCS<br>MFCS |                                                                                                                                                                        |
| s.99                                                                                                                                                                                                                                                                                               | power to approve or refuse an application made under section 98 or to cancel an approval                                                              | PRC<br>GMCCS<br>MFCS |                                                                                                                                                                        |

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| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                                                               |                      |                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                                                                      | Column 3             | Column 4                 |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                                                                               | DELEGATE             | CONDITIONS & LIMITATIONS |
| s.99(4)                                                                                                                                                                                                                                                                                     | duty to make a decision on an application under section 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested | PRC<br>GMCCS<br>MFCS |                          |
| s.100(1)                                                                                                                                                                                                                                                                                    | power to require a person to remove memorials or places of interment                                                                                                          | PRC<br>GMCCS<br>MFCS |                          |
| s.100(2)                                                                                                                                                                                                                                                                                    | power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with section 100(1)                                                       | PRC<br>GMCCS<br>MFCS |                          |
| s.100(3)                                                                                                                                                                                                                                                                                    | power to recover costs of taking action under section 100(2)                                                                                                                  | PRC<br>GMCCS<br>MFCS |                          |
| s.101                                                                                                                                                                                                                                                                                       | function of receiving applications to establish or alter a building for ceremonies in the cemetery                                                                            | PRC<br>GMCCS<br>MFCS |                          |
| s.102(1)                                                                                                                                                                                                                                                                                    | power to approve or refuse (if satisfied of the matters in (b) and (c)) an application under section 101                                                                      | PRC<br>GMCCS<br>MFCS |                          |
| S.102(2)&(3)                                                                                                                                                                                                                                                                                | power to set terms and conditions in respect of, or to cancel, an approval granted under section 102(1)                                                                       | PRC<br>GMCCS<br>MFCS |                          |
| s.103(1)                                                                                                                                                                                                                                                                                    | power to require a person to remove a building for ceremonies                                                                                                                 | PRC<br>GMCCS<br>MFCS |                          |

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| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                                                                |                      |                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                                                                       | Column 3             | Column 4                 |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                                                                                | DELEGATE             | CONDITIONS & LIMITATIONS |
| s.103(2)                                                                                                                                                                                                                                                                                    | power to remove and dispose of a building for ceremonies or remedy the failure to comply with section 103(1)                                                                   | PRC<br>GMCCS<br>MFCS |                          |
| s.103(3)                                                                                                                                                                                                                                                                                    | power to recover costs of taking action under section 103(2)                                                                                                                   | PRC<br>GMCCS<br>MFCS |                          |
| s.106(1)                                                                                                                                                                                                                                                                                    | power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs             | PRC<br>GMCCS<br>MFCS |                          |
| s.106(2)                                                                                                                                                                                                                                                                                    | power to require the holder of the right of interment to provide for an examination                                                                                            | PRC<br>GMCCS<br>MFCS |                          |
| s.106(3)                                                                                                                                                                                                                                                                                    | power to open and examine the place of interment if section 106(2) not complied with                                                                                           | PRC<br>GMCCS<br>MFCS |                          |
| s.106(4)                                                                                                                                                                                                                                                                                    | power to repair or – with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under section 106(1) is not complied with | PRC<br>GMCCS<br>MFCS |                          |
| s.107(1)                                                                                                                                                                                                                                                                                    | power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs                                                         | PRC<br>GMCCS<br>MFCS |                          |

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| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                                                  |                      |                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                                                         | Column 3             | Column 4                                                                     |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                                                                  | DELEGATE             | CONDITIONS & LIMITATIONS                                                     |
| s.107(2)                                                                                                                                                                                                                                                                                    | power to repair or take down, remove and dispose any building for ceremonies if notice under section 107(1) is not complied with                                 | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.108                                                                                                                                                                                                                                                                                       | power to recover costs and expenses                                                                                                                              | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.109(1)(a)                                                                                                                                                                                                                                                                                 | power to open, examine and repair a place of interment                                                                                                           | PRC<br>GMCCS<br>MFCS | where the holder of right of interment or responsible person cannot be found |
| s.109(1)(b)                                                                                                                                                                                                                                                                                 | power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial                                                         | PRC<br>GMCCS<br>MFCS | where the holder of right of interment or responsible person cannot be found |
| s.109(2)                                                                                                                                                                                                                                                                                    | power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies                    | PRC<br>GMCCS<br>MFCS | where the holder of right of interment or responsible person cannot be found |
| s.110(1)                                                                                                                                                                                                                                                                                    | power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder with consent of the Secretary | PRC<br>GMCCS<br>MFCS |                                                                              |
| s.110(2)                                                                                                                                                                                                                                                                                    | power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary         | PRC<br>GMCCS<br>MFCS |                                                                              |

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| CEMETERIES AND CREMATORIA ACT 2003<br>The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                       |                      |                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                              | Column 3             | Column 4                 |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                       | DELEGATE             | CONDITIONS & LIMITATIONS |
| s.111                                                                                                                                                                                                                                                                                       | power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment    | PRC<br>GMCCS<br>MFCS |                          |
| s.112                                                                                                                                                                                                                                                                                       | power to sell and supply memorials                                                                                    | PRC<br>GMCCS<br>MFCS |                          |
| s.116(4)                                                                                                                                                                                                                                                                                    | duty to notify the Secretary of an interment authorisation granted                                                    | PRC<br>GMCCS<br>MFCS |                          |
| s.116(5)                                                                                                                                                                                                                                                                                    | power to require an applicant to produce evidence of the right of interment holder's consent to application           | PRC<br>GMCCS<br>MFCS |                          |
| s.118                                                                                                                                                                                                                                                                                       | power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met    | PRC<br>GMCCS<br>MFCS |                          |
| s.119                                                                                                                                                                                                                                                                                       | power to set terms and conditions for interment authorisations                                                        | PRC<br>GMCCS<br>MFCS |                          |
| s.131                                                                                                                                                                                                                                                                                       | function of receiving an application for cremation authorisation                                                      | PRC<br>GMCCS<br>MFCS |                          |
| s.133(1)                                                                                                                                                                                                                                                                                    | duty not to grant a cremation authorisation unless satisfied that requirements of section 133 have been complied with | PRC<br>GMCCS<br>MFCS |                          |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                | Column 3             | Column 4                                 |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                         | DELEGATE             | CONDITIONS & LIMITATIONS                 |
| s.145                                                                                                                                                                                                                                                                                       | duty to comply with an order made by the Magistrates' Court or a coroner                                                | PRC<br>GMCCS<br>MFCS |                                          |
| s.146                                                                                                                                                                                                                                                                                       | power to dispose of bodily remains by a method other than interment or cremation with the approval of the Secretary     | PRC<br>GMCCS<br>MFCS | subject to the approval of the Secretary |
| s.147                                                                                                                                                                                                                                                                                       | power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation | PRC<br>GMCCS<br>MFCS |                                          |
| s.149                                                                                                                                                                                                                                                                                       | duty to cease using method of disposal if approval revoked by the Secretary                                             | PRC<br>GMCCS<br>MFCS |                                          |
| s.150 & 152(1)                                                                                                                                                                                                                                                                              | power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met        | PRC<br>GMCCS<br>MFCS |                                          |
| s.151                                                                                                                                                                                                                                                                                       | function of receiving an application to inter or cremate body parts                                                     | PRC<br>GMCCS<br>MFCS |                                          |
| s.152(2)                                                                                                                                                                                                                                                                                    | power to impose terms and conditions on authorisation granted under section 150                                         | PRC<br>GMCCS<br>MFCS |                                          |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------|
| Column 1                                                                                                                                                                                                                                                                                    | Column 2                                                                                                                                   | Column 3             | Column 4                                                      |
| PROVISION                                                                                                                                                                                                                                                                                   | THING DELEGATED                                                                                                                            | DELEGATE             | CONDITIONS & LIMITATIONS                                      |
| Schedule 1A<br>Clause 8(3)                                                                                                                                                                                                                                                                  | power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication | PRC<br>GMCCS<br>MFCS | where Council is a Class B cemetery trust                     |
| Schedule 1<br>Clause 8(8)                                                                                                                                                                                                                                                                   | power to regulate own proceedings                                                                                                          | PRC<br>GMCCS<br>MFCS | where Council is a Class B cemetery trust subject to clause 8 |

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| DOMESTIC ANIMALS ACT 1994 |                                             |            |                                                          |
|---------------------------|---------------------------------------------|------------|----------------------------------------------------------|
| Column 1                  | Column 2                                    | Column 3   | Column 4                                                 |
| PROVISION                 | THING DELEGATED                             | DELEGATE   | CONDITIONS AND LIMITATIONS                               |
| s.41A(1)                  | power to declare a dog to be a menacing dog | LLC<br>LLO | Council may delegate this power to an authorised officer |

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| ENVIRONMENT PROTECTION ACT 1970 |                                                                   |                                          |                                                           |
|---------------------------------|-------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------|
| Column 1                        | Column 2                                                          | Column 3                                 | Column 4                                                  |
| PROVISION                       | THING DELEGATED                                                   | DELEGATE                                 | CONDITIONS & LIMITATIONS                                  |
| s.53M(3)                        | power to require further information                              | MHCS<br>EHC<br>EHO<br>MECS<br>LLC<br>LLO |                                                           |
| s.53M(4)                        | duty to advise applicant that application is not to be dealt with | MHCS<br>EHC<br>EHO<br>MECS<br>LLC<br>LLO |                                                           |
| s.53M(5)                        | duty to approve plans, issue permit or refuse permit              | MHCS<br>EHC<br>EHO                       | refusal must be ratified by Council or it is of no effect |
| s.53M(6)                        | power to refuse to issue septic tank permit                       | MHCS<br>EHC<br>EHO                       | refusal must be ratified by Council or it is of no effect |
| s.53M(7)                        | duty to refuse to issue a permit in circumstances in (a)-(c)      | MHCS<br>EHC<br>EHO                       | refusal must be ratified by Council or it is of no effect |

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| FOOD ACT 1984 |                                                                                                                                                                                                   |                    |                                                                           |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------|
| Column 1      | Column 2                                                                                                                                                                                          | Column 3           | Column 4                                                                  |
| PROVISION     | THING DELEGATED                                                                                                                                                                                   | DELEGATE           | CONDITIONS & LIMITATIONS                                                  |
| s.19(2)(a)    | power to direct by written order that the food premises be put into a clean and sanitary condition                                                                                                | MHCS<br>EHC<br>EHO | If section 19(1) applies                                                  |
| s.19(2)(b)    | power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable                                                                 | MHCS<br>EHC<br>EHO | If section 19(1) applies                                                  |
| s.19(4)(a)    | power to direct that an order made under section 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises and (ii) inform the public by notice in a published newspaper or otherwise | MHCS<br>EHC<br>EHO | If section 19(1) applies                                                  |
| s.19(4)(b)    | duty to notify the Department of the making of the order                                                                                                                                          | MHCS<br>EHC<br>EHO | If section 19(1) applies                                                  |
| s.19(4)(c)    | duty to notify the registration authority of the making of the order any appeal and the outcome of the appeal                                                                                     | MHCS<br>EHC<br>EHO | If section 19(1) applies and if Council is not the registration authority |
| s.19(6)(a)    | duty to revoke any order under s.19 where the subject of the order has been attended to                                                                                                           | MHCS<br>EHC<br>EHO |                                                                           |
| s.19(6)(b)    | duty to give written notice of revocation under s.19(6)(a)                                                                                                                                        | MHCS<br>EHC<br>EHO | If section 19(1) applies                                                  |
| s.19AA(2)     | power to direct, by written order, that a person must take any of the actions described in (a) – (c)                                                                                              | MHCS<br>EHC<br>EHO | Where Council is the registration authority                               |

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| FOOD ACT 1984 |                                                                                                                                                                       |                    |                                                                                                                                                        |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1      | Column 2                                                                                                                                                              | Column 3           | Column 4                                                                                                                                               |
| PROVISION     | THING DELEGATED                                                                                                                                                       | DELEGATE           | CONDITIONS & LIMITATIONS                                                                                                                               |
| s.19AA(4)(c)  | power to direct, in an order under s.19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises | MHCS<br>EHC<br>EHO | Note. The power to direct the matters under s.19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution |
| s.19AA(7)     | duty to revoke order issued under s.19AA and give written notice of revocation, if satisfied that that order has been complied with                                   | MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                                                                            |
| s.19A(4)(b)   | function of receiving notice from authorised officer                                                                                                                  | MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                                                                            |
| s.19BA(3)     | duty to give notice of the variation or revocation of the order to the general public in the same manner as the original notice                                       | MHCS<br>EHC<br>EHO | Must be done by the same person as gave the original notice                                                                                            |
| s.19CB(4)(b)  | power to request copy of records                                                                                                                                      | MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                                                                            |
| s.19E(1)(d)   | power to request a copy of the food safety program                                                                                                                    | MHCS<br>EHC<br>EHO | Where Council is the "registration authority"                                                                                                          |
| s.19EA(3)     | function of receiving a copy of any significant revision made to the food safety program                                                                              | MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                                                                            |
| s.19GB        | power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor                                 | MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                                                                            |

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| FOOD ACT 1984        |                                                                                                                                                                                                         |                    |                                                                        |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------|
| Column 1             | Column 2                                                                                                                                                                                                | Column 3           | Column 4                                                               |
| PROVISION            | THING DELEGATED                                                                                                                                                                                         | DELEGATE           | CONDITIONS & LIMITATIONS                                               |
| s.19H(5)(a) & (5)(b) | duty to take into account (a) the food safety performance of the food business; and (b) any guidelines issued by the secretary in determining the frequency and intervals of the assessments and audits | MHCS<br>EHC<br>EHO | Where Council is the registration authority                            |
| s.19I                | duty to conduct a food safety assessment as required under section 19H                                                                                                                                  | MHCS<br>EHC<br>EHO | Subject to section 19J.<br>Where Council is the registration authority |
| s.19I A(2)           | duty to give written notice to proprietor if food safety requirements or section 19DC(2) have not been complied with unless subsection (3) applies                                                      | MHCS<br>EHC<br>EHO | Where Council is the registration authority                            |
| s.19M(4)(a)&(5)      | power to conduct a food safety audit and take actions where deficiencies are identified                                                                                                                 | MHCS<br>EHC<br>EHO | Where Council is the registration authority                            |
| s.19N                | function of receiving information from a food safety auditor                                                                                                                                            | MHCS<br>EHC<br>EHO | Where Council is the registration authority                            |
| s.19NA(1)            | power to request food safety audit reports                                                                                                                                                              | MHCS<br>EHC<br>EHO | Where Council is the registration authority                            |
| s.19U(3)             | power to waive and vary the costs of a food safety audit if there are special circumstances                                                                                                             | MHCS<br>EHC<br>EHO |                                                                        |
| s.19U(4)             | duty to ensure that information relating to costs of a food safety audit are available for inspection by the public                                                                                     | MHCS<br>EHC<br>EHO |                                                                        |

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| FOOD ACT 1984 |                                                                                                                                                                                        |                    |                                                                                                                                                  |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1      | Column 2                                                                                                                                                                               | Column 3           | Column 4                                                                                                                                         |
| PROVISION     | THING DELEGATED                                                                                                                                                                        | DELEGATE           | CONDITIONS & LIMITATIONS                                                                                                                         |
| s.19UA        | power to charge fees for conducting a food safety assessment or inspection                                                                                                             | MHCS<br>EHC<br>EHO | Except for an assessment required by a declaration under section 19C or an inspection under sections 38B(1)(c) or 39                             |
| s.19UA(4)     | duty to consider proprietor's history of compliance in deciding whether to charge the fee                                                                                              | MHCS<br>EHC<br>EHO |                                                                                                                                                  |
| s.19UA(5)     | duty to ensure that the method of determining a fee under subsection (3)(a) and the considerations that apply under subsection (4) are available for inspection by the public          | MHCS<br>EHC<br>EHO |                                                                                                                                                  |
| s.19W         | power to direct a proprietor of a food premises to comply with any requirement under Part IIIB                                                                                         | MHCS<br>EHC<br>EHO | power of registration authority                                                                                                                  |
| s.19W(3)(a)   | power to direct a proprietor of a food premises to have staff at the premises undertake training or induction                                                                          | MHCS<br>EHC<br>EHO | power of registration authority                                                                                                                  |
| s.19W(3)(b)   | power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises | MHCS<br>EHC<br>EHO | power of registration authority                                                                                                                  |
| ---           | power to register, renew or transfer registration                                                                                                                                      | MHCS<br>EHC<br>EHO | Where Council is the registration authority refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see sec.58A(2)) |

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| FOOD ACT 1984 |                                                                                                                                            |                    |                                             |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------------|
| Column 1      | Column 2                                                                                                                                   | Column 3           | Column 4                                    |
| PROVISION     | THING DELEGATED                                                                                                                            | DELEGATE           | CONDITIONS & LIMITATIONS                    |
| s.35A         | function of registering food premises                                                                                                      | MHCS<br>EHC<br>EHO |                                             |
| s.35A(2)      | function of receiving notice of operation from the proprietor of a food premises                                                           | MHCS<br>EHC<br>EHO | where Council is the registration authority |
| s.37          | function of receiving application, information and documents required under section 36 from the proprietor of a food business              | MHCS<br>EHC<br>EHO |                                             |
| s.38(3)       | duty to consult with the secretary about the proposed exemption under section 38(2)                                                        | MHCS<br>EHC<br>EHO |                                             |
| s.38AA(2)     | Function of being notified of operation                                                                                                    | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38AA(4)     | duty to determine whether the food premises are exempt from the requirement of registration                                                | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38AA(5)     | power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38AB(4)     | power to fix a fee for the receipt of a notification under section 38AA in accordance with a declaration under subsection (1)              | MHCS<br>EHC<br>EHO | Where Council is the registration authority |

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| FOOD ACT 1984  |                                                                                                                            |                    |                                             |
|----------------|----------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------------|
| Column 1       | Column 2                                                                                                                   | Column 3           | Column 4                                    |
| PROVISION      | THING DELEGATED                                                                                                            | DELEGATE           | CONDITIONS & LIMITATIONS                    |
| s.38A(4)       | Power to request a copy of a completed food safety program template                                                        | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38A(5) & (6) | function of receiving a food safety audit certificate from a proprietor                                                    | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38B(1)(a)    | duty to assess the application and determine which class of food premises under section 19C the food premises belongs      | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38B(1)(b)    | duty to ensure proprietor has complied with requirements of section 38A                                                    | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38B(1)(c)    | duty to inspect premises                                                                                                   | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38B(2)       | duty to be satisfied of the matters in section 38B(2)(a)-(b)                                                               | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38D(1)       | duty to ensure compliance with the applicable provisions of section 38C and inspect the premises if required by section 39 | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38D(2)       | duty to be satisfied of the matters in section 38D(2)(a)-(d)                                                               | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.38D(3)       | power to request copies of any audit reports                                                                               | MHCS<br>EHC        | Where Council is the registration authority |

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| FOOD ACT 1984 |                                                                                                               |                           |                                                                                                                     |
|---------------|---------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------|
| Column 1      | Column 2                                                                                                      | Column 3                  | Column 4                                                                                                            |
| PROVISION     | THING DELEGATED                                                                                               | DELEGATE                  | CONDITIONS & LIMITATIONS                                                                                            |
| s.38E(1)(c)   | function of assessing the requirement for a food safety program                                               | EHO<br>MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                                         |
| s.38E(2)      | power to register the food premises on a conditional basis                                                    | MHCS<br>EHC<br>EHO        | Where Council is the registration authority<br>Not exceeding the prescribed time limit defined under subsection (5) |
| s.38E(3)(a)   | function of receiving certificates                                                                            | MHCS<br>EHC<br>EHO        | Where Council is the registration authority                                                                         |
| s.38E(4)      | duty to register the food premises when conditions are satisfied                                              | MHCS<br>EHC<br>EHO        | Where Council is the registration authority                                                                         |
| s.38F(3)(a)   | duty to note the change to the classification of the food premises on the certificate of registration         | MHCS<br>EHC<br>EHO        | Where Council is the registration authority                                                                         |
| s.38F(3)(b)   | power to require proprietor to comply with requirements of this Act                                           | MHCS<br>EHC<br>EHO        | Where Council is the registration authority                                                                         |
| s.39(2)       | duty to inspect within 12 months before renewal of registration                                               | MHCS<br>EHC<br>EHO        | Where Council is the registration authority                                                                         |
| s.39(3)       | duty to inspect within 3 months before renewal of registration if circumstances in section 39(3)(a)-(d) apply | MHCS<br>EHC<br>EHO        | Where Council is the registration authority                                                                         |

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| FOOD ACT 1984   |                                                                                                                                                                 |                    |                                                                                                      |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------|
| Column 1        | Column 2                                                                                                                                                        | Column 3           | Column 4                                                                                             |
| PROVISION       | THING DELEGATED                                                                                                                                                 | DELEGATE           | CONDITIONS & LIMITATIONS                                                                             |
| s.39A           | power to register, renew or transfer food premises despite minor defects                                                                                        | MHCS<br>EHC<br>EHO | Where Council is the registration authority<br>Only if satisfied of matters in subsections (2)a)-(c) |
| s.39A(6)        | duty to comply with direction of Secretary                                                                                                                      | MHCS<br>EHC<br>EHO |                                                                                                      |
| s.40(1)         | duty to issue a certificate of registration in the prescribed form                                                                                              | MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                          |
| s.40(2)         | power to incorporate the certificate of registration in one document with any certificate of registration under the <i>Public Health and Wellbeing Act 2008</i> | MHCS<br>EHC<br>EHO |                                                                                                      |
| s.40C(2)        | power to grant or renew the registration of food premises for a period less than 1 year                                                                         | MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                          |
| s.40D(1)        | power to suspend or revoke the registration of food premises                                                                                                    | MHCS<br>EHC        | Where Council is the registration authority                                                          |
| s.40D(2)        | duty to specify how long a suspension is to last under s.40D(1)                                                                                                 | MHCS<br>EHC        | Where Council is the registration authority                                                          |
| s.40E(4)        | duty to comply with direction of Secretary                                                                                                                      | MHCS<br>EHC<br>EHO | Where Council is the registration authority                                                          |
| s.43(1) and (2) | duty to maintain records of the prescribed particulars and orders in force under Part III                                                                       | MHCS<br>EHC        | Where Council is the registration authority                                                          |

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| FOOD ACT 1984 |                                                                                                                                                                                                                                                                                  |                    |                                             |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------------|
| Column 1      | Column 2                                                                                                                                                                                                                                                                         | Column 3           | Column 4                                    |
| PROVISION     | THING DELEGATED                                                                                                                                                                                                                                                                  | DELEGATE           | CONDITIONS & LIMITATIONS                    |
| s.43(3)       | duty to make available information held in records, free of charge, on request                                                                                                                                                                                                   | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.43F(6)      | duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business                                                                                                 | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.43F(7)      | power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements                                                                                                      | MHCS<br>EHC<br>EHO | Where Council is the registration authority |
| s.43I         | function of receiving a statement of trade of a proprietor of a food business                                                                                                                                                                                                    | MHCS<br>EHC<br>EHO |                                             |
| s.46(5)       | power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution without proceedings first being instituted against the person first charged | MHCS<br>EHC<br>EHO | Where Council is the registration authority |

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| HERITAGE ACT 1995 |                                                      |          |                                                         |
|-------------------|------------------------------------------------------|----------|---------------------------------------------------------|
| Column 1          | Column 2                                             | Column 3 | Column 4                                                |
| PROVISION         | THING DELEGATED                                      | DELEGATE | CONDITIONS & LIMITATIONS                                |
| s.84(2)           | power to sub-delegate Executive Director's functions | GMSPD    | must obtain Executive Director's written consent first. |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                                     |                                 |                               |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------|
| Column 1                          | Column 2                                                                                                                                                                            | Column 3                        | Column 4                      |
| PROVISION                         | THING DELEGATED                                                                                                                                                                     | DELEGATE                        | CONDITIONS & LIMITATIONS      |
| s.4B                              | power to prepare an amendment to the Victoria Planning Provisions                                                                                                                   | PCofC<br>GMSPD<br>PC<br>MPB     | if authorised by the Minister |
| s.4G                              | function of receiving prescribed documents and a copy of the Victoria Planning Provisions from the Minister                                                                         | GMSPD<br>PC<br>MPB              |                               |
| s.4H                              | duty to make amendment to Victorian Planning Provisions available                                                                                                                   | GMSPD<br>PC<br>MPB<br>PLO<br>PA |                               |
| s.4I                              | duty to keep Victoria Planning Provisions and other documents available                                                                                                             | GMSPD<br>PC<br>MPB<br>PLO<br>PA |                               |
| s.8A(2)                           | power to prepare amendment to the planning scheme where the Minister has given consent under s.8A                                                                                   | MPB<br>PC                       |                               |
| s.8A(3)                           | power to apply to Minister to prepare an amendment to the planning scheme                                                                                                           | PCofC<br>GMSPD<br>PC<br>MPB     |                               |
| s 12A (1)                         | duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s 19 of the Planning and Environment (Planning Schemes) Act 1996) | PCofC<br>GMSPD<br>PC<br>MPB     |                               |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                                                               |                                           |                          |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                                                                                                                      | Column 3                                  | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                                                                                                               | DELEGATE                                  | CONDITIONS & LIMITATIONS |
| s.12(3)                           | power to carry out studies and do things to ensure proper use of land in which Council is the planning authority and consult with other persons to ensure co-ordination of planning scheme with these persons | PCofC<br>GMSPD<br>PC<br>MPB<br>EP<br>MECS |                          |
| s.12B(1)                          | duty to review planning scheme                                                                                                                                                                                | PCofC<br>GMSPD<br>PC<br>MPB<br>EP<br>MECS |                          |
| s.12B(2)                          | Duty to review planning scheme at direction of Minister                                                                                                                                                       | PCofC<br>GMSPD<br>PC<br>MPB<br>EP<br>MECS |                          |
| s.12B(5)                          | duty to report findings of review of planning scheme to Minister without delay                                                                                                                                | PCofC<br>GMSPD<br>PC<br>MPB<br>EP<br>MECS |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                         |                                                  |                          |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                                                                                | Column 3                                         | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                                                                         | DELEGATE                                         | CONDITIONS & LIMITATIONS |
| s.14                              | Duties of a Responsible Authority as set out in subsections (a) to (d)                                                                                                  | PCofC<br>GMSPD<br>PC<br>PLO<br>EP<br>MPB<br>MECS |                          |
| s.17(1)                           | duty of giving copy amendment to the planning scheme                                                                                                                    | GMSPD<br>PC<br>MPB<br>PLO<br>PA                  |                          |
| s.17(2)                           | duty of giving copy s.173 agreement                                                                                                                                     | GMSPD<br>PC<br>PLO<br>MPB<br>PA<br>EP<br>MECS    |                          |
| s.18                              | duty to make amendment etc. available                                                                                                                                   | GMSPD<br>PC<br>MPB<br>PLO<br>PA                  |                          |
| s.19                              | power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme | GMSPD<br>PC<br>MPB                               |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                        |                                               |                          |
|-----------------------------------|------------------------------------------------------------------------|-----------------------------------------------|--------------------------|
| Column 1                          | Column 2                                                               | Column 3                                      | Column 4                 |
| PROVISION                         | THING DELEGATED                                                        | DELEGATE                                      | CONDITIONS & LIMITATIONS |
| s.20(1)                           | power to apply to Minister for exemption from the requirements of s 19 | PCofC<br>GMSPD<br>PC<br>MPB                   |                          |
| s.21 (2)                          | duty to make submissions available                                     | GMSPD<br>PC<br>MPB<br>PLO<br>PA<br>EP<br>MECS |                          |
| s.21A(4)                          | duty to publish notice in accordance with section                      | GMSPD<br>PC<br>MPB<br>PLO<br>PA<br>EP<br>MECS |                          |
| s.22                              | duty to consider all submissions                                       | PCofC<br>GMSPD<br>PC<br>MPB                   |                          |
| s.23(2)                           | power to refer submissions to a panel                                  | PCofC<br>GMSPD<br>PC<br>MPB                   |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                      |                                 |                                                                                |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                                                             | Column 3                        | Column 4                                                                       |
| PROVISION                         | THING DELEGATED                                                                                                      | DELEGATE                        | CONDITIONS & LIMITATIONS                                                       |
| s.24                              | function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D) | GMSPD<br>PC<br>PLO<br>MPB       |                                                                                |
| s.26(1)                           | power to make report available for inspection                                                                        | GMSPD<br>PC<br>MPB<br>PLO<br>PA |                                                                                |
| s.26(2)                           | duty to keep report of panel available for inspection                                                                | GMSPD<br>PC<br>MPB<br>PLO<br>PA |                                                                                |
| s.27 (2)                          | power to apply for exemption if panel's report not received                                                          | PCofC<br>GMSPD<br>PC<br>MPB     |                                                                                |
| s.28                              | duty to notify the Minister if abandoning an amendment                                                               | GMSPD<br>PC<br>MPB              | Note: the power to make a decision to abandon an amendment cannot be delegated |
| s.30(4)(a)                        | duty to say if amendment has lapsed                                                                                  | GMSPD<br>PC<br>MPB              |                                                                                |
| s.30(4)(b)                        | duty to provide information in writing upon request                                                                  | GMSPD<br>PC<br>MPB              |                                                                                |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                              |                                 |                          |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                     | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                              | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.32(2)                           | duty to give more notice if required                                                                         | GMSPD<br>PC<br>MPB              |                          |
| s.33(1)                           | duty to give more notice of changes to an amendment                                                          | GMSPD<br>PC<br>MPB              |                          |
| s.36(2)                           | duty to give notice of approval of amendment                                                                 | GMSPD<br>PC<br>MPB              |                          |
| s.38(5)                           | duty to give notice of revocation of an amendment                                                            | GMSPD<br>PC<br>MPB              |                          |
| s.39                              | function of being a party to a proceeding commenced under s.39 and duty to comply with determination by VCAT | GMSPD<br>PC<br>MPB              |                          |
| s.40(1)                           | function of lodging copy of approved amendment                                                               | GMSPD<br>PC<br>MPB              |                          |
| s.41                              | duty to make approved amendment available                                                                    | GMSPD<br>PC<br>MPB<br>PLO<br>PA |                          |
| s.42                              | duty to make copy of planning scheme available                                                               | GMSPD<br>PC<br>PLO<br>MPB<br>PA |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                        |                             |                          |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                               | Column 3                    | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                        | DELEGATE                    | CONDITIONS & LIMITATIONS |
| s.46N(1)                          | duty to include condition in permit regarding payment of development infrastructure levy                               | PCofC<br>GMSPD<br>PC<br>MPB |                          |
| s.46N(2)(c)                       | function of determining time and manner for receipt of development contributions levy                                  | PCofC<br>GMSPD<br>PC<br>MPB |                          |
| s.46N(2)(d)                       | power to enter into an agreement with the applicant regarding payment of development infrastructure levy               | GMSPD<br>PC<br>MPB          |                          |
| s.46O(1)(a) & (2)(a)              | power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit | GMSPD<br>PC<br>MPB<br>MBS   |                          |
| s.46O(1)(d) & (2)(d)              | power to enter into agreement with the applicant regarding payment of community infrastructure levy                    | GMSPD<br>PC<br>MPB<br>MBS   |                          |
| s.46P(1)                          | power to require payment of amount of levy under s.46N or s.46O to be satisfactorily secured                           | GMSPD<br>PC<br>MPB          |                          |
| s.46P(2)                          | power to accept provision of land, works, services or facilities in part or full payment of levy payable               | GMSPD<br>CEO<br>PC<br>MPB   |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                  |                                     |                                                                                                                                                                                                                               |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                                                                                         | Column 3                            | Column 4                                                                                                                                                                                                                      |
| PROVISION                         | THING DELEGATED                                                                                                                                  | DELEGATE                            | CONDITIONS & LIMITATIONS                                                                                                                                                                                                      |
| s.46Q(1)                          | duty to keep proper accounts of levies paid                                                                                                      | GMSPD<br>GMCCS<br>MFCS<br>PC<br>MPB |                                                                                                                                                                                                                               |
| s.46Q(1A)                         | duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency       | GMSPD<br>GMCCS<br>MFCS<br>PC<br>MPB |                                                                                                                                                                                                                               |
| s.46Q(2)                          | duty to apply levy only for a purpose relating to the provision of the works, services and facilities in respect of which the levy was paid etc. | GMSPD<br>CEO<br>PC<br>MPB           |                                                                                                                                                                                                                               |
| s.46Q(3)                          | power to refund any amount of levy paid if it is satisfied the development is not to proceed                                                     | GMSPD<br>PC<br>MPB                  |                                                                                                                                                                                                                               |
| s.46Q(4)(c)                       | duty to pay amount to current owners of land in the area                                                                                         | GMSPD<br>CEO<br>PC<br>MPB           | <ul style="list-style-type: none"> <li>must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister</li> </ul> |
| s.46Q(4)(d)                       | duty to submit to the Minister an amendment to the approved development contributions plan                                                       | GMSPD<br>CEO<br>PC<br>MPB           | <ul style="list-style-type: none"> <li>must be done in accordance with Part 3</li> </ul>                                                                                                                                      |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                   |                                                   |                                                                                                                    |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                                                                                          | Column 3                                          | Column 4                                                                                                           |
| PROVISION                         | THING DELEGATED                                                                                                                                   | DELEGATE                                          | CONDITIONS & LIMITATIONS                                                                                           |
| s.46Q(4)(e)                       | duty to expend that amount on other works etc.                                                                                                    | GMSPD<br>CEO<br>PC<br>MPB                         | <ul style="list-style-type: none"> <li>with the consent of, and in the manner approved by, the Minister</li> </ul> |
| s.46QC                            | power to recover any amount of levy payable under Part 3B                                                                                         | GMSPD<br>MFCS<br>PC<br>MPB                        |                                                                                                                    |
| s.46V(3)                          | duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available | GMSPD<br>PC<br>MPB                                |                                                                                                                    |
| s.46Y                             | duty to carry out works in conformity with the approved strategy plan                                                                             | PCoIC<br>GMSPD<br>GMIS<br>PC<br>MPB<br>EP<br>MECS |                                                                                                                    |
| s.47                              | power to decide that an application for a planning permit does not comply with that Act.                                                          | GMSPD<br>PC<br>MPB<br>EP<br>MECS                  |                                                                                                                    |
| s.48(1)                           | duty to keep a register of all applications for permits and determinations relating to permits                                                    | GMSPD<br>PC<br>MPB<br>PLO<br>PA                   |                                                                                                                    |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                              |                                 |                          |
|-----------------------------------|----------------------------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                     | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                              | DELEGATE                        | CONDITIONS & LIMITATIONS |
|                                   |                                                                                              | EP<br>MECS                      |                          |
| s.49(2)                           | duty to make register available for inspection                                               | GMSPD<br>PA<br>PC<br>PLO<br>MPB |                          |
| s.50(4)                           | duty to amend application                                                                    | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.50(5)                           | power to refuse to amend application                                                         | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.50(6)                           | duty to make note of amendment to application in register                                    | GMSPD<br>PC<br>PLO<br>MPB<br>PA |                          |
| s.50A(1)                          | power to make amendment to application                                                       | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.50A(3)                          | power to require applicant to notify owner and make a declaration that notice has been given | GMSPD<br>PC<br>PLO              |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                               |                                 |                          |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                                                                                      | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                                                                               | DELEGATE                        | CONDITIONS & LIMITATIONS |
|                                   |                                                                                                                                                                               | MPB                             |                          |
| s.50A(4)                          | duty to note amendment to application in register                                                                                                                             | GMSPD<br>PC<br>PLO<br>MPB<br>PA |                          |
| s.51                              | duty to make copy of application available for inspection                                                                                                                     | GMSPD<br>PC<br>PLO<br>MPB<br>PA |                          |
| s.52(1)(a)                        | duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.52(1)(b)                        | duty to give notice of the application to other municipal councils where appropriate                                                                                          | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.52(1)(c)                        | duty to give notice of the application to all persons required by the planning scheme                                                                                         | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.52(1)(ca)                       | duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant                     | GMSPD<br>PC<br>PLO<br>MPB       |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                        |                             |                          |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                                                                               | Column 3                    | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                                                                        | DELEGATE                    | CONDITIONS & LIMITATIONS |
| s.52(1)(cb)                       | duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant | GMSPD<br>PC<br>PLO<br>MPB   |                          |
| s.52(1)(d)                        | duty to give notice of the application to other persons who may be detrimentally effected                                                                              | GMSPD<br>PC<br>PLO<br>MPB   |                          |
| s.52(1A)                          | power to refuse an application                                                                                                                                         | PCofC<br>GMSPD<br>PC<br>MPB |                          |
| 52(1AA)                           | duty to give notice of an application to remove or vary a registered restrictive covenant                                                                              | PCofC<br>GMSPD<br>PC<br>MPB |                          |
| s.52(3)                           | power to give any further notice of an application where appropriate                                                                                                   | GMSPD<br>PC<br>PLO<br>MPB   |                          |
| s.53(1)                           | power to require the applicant to give notice under section 52(1) to persons specified by it                                                                           | GMSPD<br>PC<br>PLO<br>MPB   |                          |
| s.53(1A)                          | power to require the applicant to give the notice under section                                                                                                        | PCofC<br>GMSPD              |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                            |                           |                          |
|-----------------------------------|--------------------------------------------------------------------------------------------|---------------------------|--------------------------|
| Column 1                          | Column 2                                                                                   | Column 3                  | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                            | DELEGATE                  | CONDITIONS & LIMITATIONS |
|                                   | 52(1AA)                                                                                    | PC<br>PLO<br>MPB          |                          |
| s.54(1)                           | power to require the applicant to provide more information                                 | GMSPD<br>PC<br>MPB<br>PLO |                          |
| s.54(1A)                          | duty to give notice in writing of information required under s.54(1)                       | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.54(1B)                          | duty to specify the lapse date for an application                                          | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.54A(3)                          | power to decide to extend time or refuse to extend time to give required information       | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.54A(4)                          | duty to give written notice of decision to extend or refuse to extend time und s.54A(3)    | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.55(1)                           | duty to give copy application to every referral authority specified in the planning scheme | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.57(2A)                          | power to reject objections considered made primarily for                                   | GMSPD<br>PC               |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                       |                                 |                          |
|-----------------------------------|---------------------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                          | Column 2                                                                              | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                       | DELEGATE                        | CONDITIONS & LIMITATIONS |
|                                   | commercial advantage for the objector                                                 | MPB                             |                          |
| s.57(3)                           | function of receiving name and address of persons to whom notice of decision is to go | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.57(5)                           | duty to make available for inspection copy of all objections                          | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.57A(4)                          | duty to amend application in accordance with applicant's request, subject to s.57A(5) | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.57A(5)                          | power to refuse to amend application                                                  | GMSPD<br>PC<br>CEO<br>MPB       |                          |
| s.57A(6)                          | duty to note amendments to application in register                                    | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.57B(1)                          | duty to determine whether and to whom notice should be given                          | GMSPD<br>PC<br>PLO<br>MPB       |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                |                                             |                                                                                                                                                                                                                                                                                       |
|-----------------------------------|--------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                       | Column 3                                    | Column 4                                                                                                                                                                                                                                                                              |
| PROVISION                         | THING DELEGATED                                                                | DELEGATE                                    | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                              |
| s.57B(2)                          | duty to consider certain matters in determining whether notice should be given | GMSPD<br>PC<br>PLO<br>MPB                   |                                                                                                                                                                                                                                                                                       |
| s.57C(1)                          | duty to give copy of amended application to referral authority                 | GMSPD<br>PC<br>PLO<br>PA<br>MPB             |                                                                                                                                                                                                                                                                                       |
| s.58                              | duty to consider every application for a permit                                | PCoIC<br>GMSPD<br>PC<br>PLO<br>MPB<br>PCoIC |                                                                                                                                                                                                                                                                                       |
| s.60                              | duty to consider certain matters                                               | GMSPD<br>PLO<br>PA<br>MPB<br>PC             | <p>Save where the proposed use and/or development.</p> <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8)</li> </ul> |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                  |                                        |                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------|------------------------------------------------------------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                         | Column 3                               | Column 4                                                                                                                                                                                                                                                                                                              |
| PROVISION                         | THING DELEGATED                                                  | DELEGATE                               | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                                                              |
|                                   |                                                                  |                                        | metres in overall height above natural ground level. <ul style="list-style-type: none"> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul>                                                                                                                                 |
| s60(1A)                           | power to consider certain matters before deciding on application | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB     | Or where the application may have an affect on the broader community.                                                                                                                                                                                                                                                 |
| s.61(1)(a)                        | power to decide to grant a permit                                | PCofC<br><br>GMSPD<br>PC<br>PLO<br>MPB | Save where the proposed use and/or development. <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural</li> </ul> |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                   |                                    |                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------|---------------------------------------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                          | Column 3                           | Column 4                                                                                                                                                                                                                                                                                                                                                                |
| PROVISION                         | THING DELEGATED                                   | DELEGATE                           | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                                                                                                                |
|                                   |                                                   |                                    | <p>ground level.</p> <ul style="list-style-type: none"> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul> <p>Save where the application may have an affect on the broader community.</p> <p>The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>.</p> |
| s.61(1)(b)                        | power to decide to grant a permit with conditions | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB | <p>Save where the proposed use and/or development.</p> <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more</li> </ul> |

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| PLANNING AND ENVIRONMENT ACT 1987 |                            |          |                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------|----------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                   | Column 3 | Column 4                                                                                                                                                                                                                                                                                                                                                                                                                 |
| PROVISION                         | THING DELEGATED            | DELEGATE | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                   |                            |          | <p>objections have been lodged against the grant of a permit.</p> <p>Save where the application may have an effect on the broader community.</p> <p>The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006.</p>                                                                                                                                             |
| s.61(1)(c)                        | power to refuse the permit | PCofC    | <p>Save where the proposed use and/or development.</p> <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of</li> </ul> |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                           |                             |                                                                                      |  |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------|--|
| Column 1                          | Column 2                                                                                                  | Column 3                    | Column 4                                                                             |  |
| PROVISION                         | THING DELEGATED                                                                                           | DELEGATE                    | CONDITIONS & LIMITATIONS                                                             |  |
| s.61(2)                           | duty to decide to refuse to grant a permit if referral authority objects to grant of permit               | PCoFC<br>GMSPD<br>PC<br>MPB | Save where the application may have an affect on the broader community.<br>a permit. |  |
| s.61(3)(a)                        | duty not to decide to grant a permit to use coastal Crown land without Minister's consent                 | PCoFC<br>GMSPD<br>PC<br>MPB |                                                                                      |  |
| s.61(3)(b)                        | duty to refuse to grant the permit without the Minister's consent                                         | PCoFC<br>GMSPD<br>PC<br>MPB |                                                                                      |  |
| s.61(4)                           | duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant | PCoFC<br>GMSPD<br>PC<br>MPB |                                                                                      |  |
| s.62(1)                           | duty to include certain conditions in deciding to grant a permit                                          | PCoFC<br>GMSPD<br>PC<br>PLO | Save where the proposed use and/or development.<br>• Does not provide the            |  |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                   |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------|-----------------------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                          | Column 3                           | Column 4                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| PROVISION                         | THING DELEGATED                   | DELEGATE                           | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                   |                                   | MPB                                | <p>required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</p> <ul style="list-style-type: none"> <li>• Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>• Or four (4) or more objections have been lodged against the grant of a permit.</li> <li>• Or where the application may have an affect on the broader community.</li> </ul> |
| s.62(2)                           | power to include other conditions | PCoFC<br>GMSPD<br>PC<br>PLO<br>MPB | <p>Save where the proposed use and/or development.</p> <ul style="list-style-type: none"> <li>• Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>• Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> </ul>                                                                                            |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                             |                                    |                                                                                                                                                                                                                                                                                |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                                                                                    | Column 3                           | Column 4                                                                                                                                                                                                                                                                       |
| PROVISION                         | THING DELEGATED                                                                                                                             | DELEGATE                           | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                       |
| s.62(4)                           | duty to ensure conditions are consistent with subsections (a), (b) and (c)                                                                  | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB | <ul style="list-style-type: none"> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> <li>Or where the application may have an effect on the broader community.</li> </ul>                                                                |
| s.62(5)(a)                        | power to include a permit condition to implement an approved development contributions plan                                                 | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                                                                                                                                                                                                                                                                                |
| s.62(5)(b)                        | power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB | Save where the proposed use and/or development. <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8)</li> </ul> |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                                                |                                    |                                                                                                                                                                                                                                                                         |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                                                                                                                                       | Column 3                           | Column 4                                                                                                                                                                                                                                                                |
| PROVISION                         | THING DELEGATED                                                                                                                                                                                | DELEGATE                           | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                |
| s.62(5)(c)                        | power to include a permit condition that specified works be provided or paid for by the applicant                                                                                              | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB | metres in overall height above natural ground level.<br><ul style="list-style-type: none"> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> <li>Or where the application may have an affect on the broader community.</li> </ul> |
| s.62(6)(a)                        | duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with s.46N                                                                | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                                                                                                                                                                                                                                                                         |
| s.62(6)(b)                        | duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s.62(1)(a) | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                                                                                                                                                                                                                                                                         |
| s.63                              | duty to issue the permit where made a decision in favour of the application (if no one has objected)                                                                                           | GMSPD<br>PC<br>PLO<br>MPB          |                                                                                                                                                                                                                                                                         |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                |                                 |                          |
|-----------------------------------|--------------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                          | Column 2                                                                       | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.64(1)                           | duty to give notice of decision to grant a permit to applicant and objectors   | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.64(3)                           | duty not to issue a permit until after the specified period                    | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.64(5)                           | duty to give each objector a copy of an exempt decision                        | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.65(1)                           | duty to give notice of refusal to grant permit to applicant and objector       | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.66                              | duty to give notice under s.64 or s.65 and copy permit to referral authorities | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.69(1)                           | function of receiving application for extension of time of permit              | GMSPD<br>PC<br>PLO<br>PA        |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                           |                                          |                          |
|-----------------------------------|-----------------------------------------------------------|------------------------------------------|--------------------------|
| Column 1                          | Column 2                                                  | Column 3                                 | Column 4                 |
| PROVISION                         | THING DELEGATED                                           | DELEGATE                                 | CONDITIONS & LIMITATIONS |
| s.69(2)                           | power to extend time                                      | MPB<br>PCoC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.70                              | duty to make copy permit available for inspection         | GMSPD<br>PC<br>PLO<br>PA<br>MPB          |                          |
| s.71(1)                           | power to correct certain mistakes                         | GMSPD<br>PC<br>PLO<br>MPB                |                          |
| s.71(2)                           | duty to note corrections in register                      | GMSPD<br>PC<br>PLO<br>PA<br>MPB          |                          |
| s.73                              | power to decide to grant amendment subject to conditions  | PCoC<br>GMSPD<br>PC<br>PLO<br>MPB        |                          |
| s.74                              | duty to issue amended permit to applicant if no objectors | GMSPD<br>PC<br>PLO<br>MPB                |                          |

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S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                           |                                 |                                                                                                  |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                                                  | Column 3                        | Column 4                                                                                         |
| PROVISION                         | THING DELEGATED                                                                                           | DELEGATE                        | CONDITIONS & LIMITATIONS                                                                         |
| s.76                              | duty to give applicant and objectors notice of decision to refuse to grant amendment to permit            | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                                                                                                  |
| s.76A                             | duty to give referral authorities copy of amended permit and copy of notice                               | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                                                                                                  |
| s.76D                             | duty to comply with direction of Minister to issue amended permit                                         | GMSPD<br>PC<br>PLO<br>MPB       |                                                                                                  |
| s.83                              | function of being respondent to an appeal                                                                 | GMSPD<br>PC<br>PLO<br>MPB       |                                                                                                  |
| s.83B                             | duty to give or publish notice of application for review                                                  | GMSPD<br>PC<br>PLO<br>MPB       |                                                                                                  |
| s.84(1)                           | power to decide on an application at any time after an appeal is lodged against failure to grant a permit | PCoIC<br>GMSPD<br>PC<br>MPB     | Save where the proposed use and/or development.<br>• Does not provide the required amount of car |

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| S6. Instrument of Delegation – Members of Staff

52

| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                       |                           |                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                                                                              | Column 3                  | Column 4                                                                                                                                                                                                                                                                                                                                                                                                         |
| PROVISION                         | THING DELEGATED                                                                                                                       | DELEGATE                  | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                                                                                                                                                         |
|                                   |                                                                                                                                       |                           | <p>parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</p> <ul style="list-style-type: none"> <li>• Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>• Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul> <p>Save where the application may have an affect on the broader community.</p> |
| s.84(2)                           | duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit    | GMSPD<br>PC<br>MPB        |                                                                                                                                                                                                                                                                                                                                                                                                                  |
| s.84(3)                           | duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit | GMSPD<br>PC<br>MPB        |                                                                                                                                                                                                                                                                                                                                                                                                                  |
| s.84(6)                           | duty to issue permit on receipt of advice within 3 working days                                                                       | GMSPD<br>PC<br>PLO<br>MPB |                                                                                                                                                                                                                                                                                                                                                                                                                  |
| s.86                              | duty to issue a permit at order of Tribunal within 3 working days                                                                     | GMSPD<br>PC               |                                                                                                                                                                                                                                                                                                                                                                                                                  |

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S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                            |                           |                          |
|-----------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                   | Column 3                  | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                            | DELEGATE                  | CONDITIONS & LIMITATIONS |
|                                   |                                                                                                            | PLO<br>MPB                |                          |
| s.87(3)                           | power to apply to VCAT for the cancellation or amendment of a permit                                       | GMSPD<br>PC<br>MPB        |                          |
| s.90(1)                           | function of being heard at hearing of request for cancellation or amendment of a permit                    | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.91(2)                           | duty to comply with the directions of VCAT                                                                 | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.91(2A)                          | Duty to issue amended permit to owner if Tribunal so directs                                               | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.92                              | duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s.90 | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.93(2)                           | duty to give notice of VCAT order to stop development                                                      | GMSPD<br>PC<br>PLO<br>MPB |                          |

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| S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                                                                                                                     |                             |                                                                           |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                                                                                                                                                                                                            | Column 3                    | Column 4                                                                  |
| PROVISION                         | THING DELEGATED                                                                                                                                                                                                                                                     | DELEGATE                    | CONDITIONS & LIMITATIONS                                                  |
| s.95(3)                           | function of referring certain applications to the Minister                                                                                                                                                                                                          | GMSPD<br>PC<br>MPB          |                                                                           |
| s.95(4)                           | duty to comply with an order or direction                                                                                                                                                                                                                           | GMSPD<br>PC<br>PLO<br>MPB   |                                                                           |
| s.96(1)                           | duty to obtain a permit from the Minister to use and develop its land                                                                                                                                                                                               | GMSPD<br>PC<br>MPB          |                                                                           |
| s.96(2)                           | function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land                                                                                                                                                   | GMSPD<br>PC<br>MPB          |                                                                           |
| s.96A(2)                          | power to agree to consider an application for permit concurrently with preparation of proposed amendment                                                                                                                                                            | GMSPD<br>PC<br>PLO<br>MPB   |                                                                           |
| s.96C                             | power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C                                                                                                                                                   | GMSPD<br>PC<br>MPB          |                                                                           |
| s.96F                             | duty to consider the panel's report under section 96E                                                                                                                                                                                                               | GMSPD<br>PC<br>MPB          |                                                                           |
| s.96G(1)                          | power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the <i>Planning and Environment (Planning Schemes)</i> | PCoFC<br>GMSPD<br>PC<br>MPB | Save where the proposed use and/or development.<br>• Does not provide the |

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S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                         |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------|-------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                          | Column 2                                                                | Column 3                  | Column 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| PROVISION                         | THING DELEGATED                                                         | DELEGATE                  | CONDITIONS & LIMITATIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                   | Act 1996)                                                               |                           | <p>required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</p> <ul style="list-style-type: none"> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> </ul> <p>Or four (4) or more objections have been lodged against the grant of a permit.</p> <ul style="list-style-type: none"> <li>Or where the application may have an effect on the broader community.</li> </ul> |
| s.96H(3)                          | power to give notice in compliance with Minister's direction            | GMSPD<br>PC<br>MPB        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| s.96J                             | power to issue permit as directed by the Minister                       | GMSPD<br>PC<br>PLO<br>MPB |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| s.96K                             | duty to comply with direction of the Minister to give notice of refusal | GMSPD<br>PC<br>PLO<br>MPB |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| s.97C                             | power to request Minister to decide the application                     | GMSPD<br>PC<br>MPB        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                        |                                 |                          |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                                               | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                                        | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.97D(1)                          | duty to comply with directions of Minister to supply any document or assistance relating to application                                | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.97G(3)                          | function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister            | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.97G(6)                          | duty to make a copy of permits issued under s.97F available for inspection                                                             | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.97L                             | duty to include Ministerial decisions in a register kept under s.49                                                                    | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.97MCA(2)                        | function of consulting with advisory committee regarding the areas for which the Development Assessment Committee is to be established | GMSPD<br>PC<br>PA<br>MPB        |                          |
| s.97MG                            | duty to provide documents and information to development assessment committee                                                          | GMSPD<br>PLO<br>PA<br>PC<br>MPB |                          |

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S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                              |                                 |                          |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                                     | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                              | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.97MH                            | duty to provide assistance to the development assessment committee                                                           | GMSPD<br>PLO<br>PA<br>PC<br>MPB |                          |
| s.97MJ(2)                         | duty to ensure that the register of application specifies whether the development assessment committee has made the decision | GMSPD<br>PLO<br>PA<br>PC<br>MPB |                          |
| s.97MK                            | function of nominating member of the development assessment committee                                                        | GMSPD<br>MPB<br>PC              |                          |
| s.97ML(4)                         | power to nominate alternate members of the development assessment committee                                                  | GMSPD<br>MPB<br>PC              |                          |
| s.97O                             | duty to consider application and issue or refuse to issue certificate of compliance                                          | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.97P(3)                          | duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate    | GMSPD<br>PC<br>PLO<br>MPB       |                          |

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S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                    |                                         |                          |
|-----------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                           | Column 3                                | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                    | DELEGATE                                | CONDITIONS & LIMITATIONS |
| s.97Q(2)                          | function of being heard by VCAT at hearing of request for amendment or cancellation of certificate | GMSPD<br>PC<br>PLO<br>EP<br>MPB<br>MECS |                          |
| s.97Q(4)                          | duty to comply with directions of VCAT                                                             | GMSPD<br>PC<br>PLO<br>MPB               |                          |
| s.97R                             | duty to keep register of all applications for certificate of compliance and related decisions      | GMSPD<br>PC<br>PLO<br>PA<br>MPB         |                          |
| s.98(1)&(2)                       | function of receiving claim for compensation in certain circumstances                              | GMSPD<br>MPB                            |                          |
| s.98(4)                           | duty to inform any person of the name of the person from whom compensation can be claimed          | GMSPD<br>MPB                            |                          |
| s.101                             | function of receiving claim for expenses in conjunction with claim                                 | GMSPD<br>MPB                            |                          |
| s.103                             | power to reject a claim for compensation in certain circumstances                                  | PCofC<br>GMSPD<br>MPB                   |                          |
| s.107(1)                          | function of receiving claim for compensation                                                       | GMSPD<br>MPB                            |                          |

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S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                       |                                         |                          |
|-----------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------|--------------------------|
| Column 1                          | Column 2                                                                              | Column 3                                | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                       | DELEGATE                                | CONDITIONS & LIMITATIONS |
| s.107(3)                          | power to agree to extending time for making claim                                     | GMSPD<br>MPB                            |                          |
| s.114(1)                          | power to apply to the VCAT for an enforcement order                                   | GMSPD<br>PC<br>MPB                      |                          |
| s.117(1)(a)                       | function of making a submission to the VCAT where objections are received             | GMSPD<br>PC<br>PLO<br>EP<br>MPB<br>MECS |                          |
| s.120(1)                          | power to apply for an interim enforcement order where s.114 application has been made | GMSPD<br>PC<br>MPB                      |                          |
| s.123(1)                          | power to carry out work required by enforcement order and recover costs               | GMSPD<br>PC<br>MPB                      |                          |
| s.123(2)                          | power to sell buildings, materials, etc salvaged in carrying out work under s.123(1)  | GMSPD<br>MPB                            | Except Crown Land        |
| s.129                             | function of recovering penalties                                                      | GMSPD<br>MFCS<br>MPB                    |                          |
| s.130(5)                          | power to allow person served with an infringement notice further                      | GMSPD<br>PC                             |                          |

Deleted: s.125  
Deleted: power to apply for an injunction restraining a person from contravening an enforcement order or interim enforcement order  
Deleted: GMSPD - MPB  
Deleted: 27 March

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S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                                                                                                                                                                                                                                               |                             |                                                   |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------|
| Column 1                          | Column 2                                                                                                                                                                                                                                                                                                                                                                                      | Column 3                    | Column 4                                          |
| PROVISION                         | THING DELEGATED                                                                                                                                                                                                                                                                                                                                                                               | DELEGATE                    | CONDITIONS & LIMITATIONS                          |
|                                   | time                                                                                                                                                                                                                                                                                                                                                                                          | PLO<br>MPB                  |                                                   |
| s.149A(1)                         | power to refer a matter to the VCAT for determination                                                                                                                                                                                                                                                                                                                                         | GMSPD<br>PC<br>MPB          |                                                   |
| s.156                             | duty to pay fees and allowances (including a payment to the Crown under subsection (2A) and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under subsection (2B)), power to ask for contribution under subsection (3) and power to abandon amendment or part of it under subsection (4) | GMSPD<br>PC<br>MPB          | Where Council is the relevant planning authority. |
| s.171(2)(f)                       | power to carry out studies and commission reports                                                                                                                                                                                                                                                                                                                                             | GMSPD<br>PC<br>MPB          |                                                   |
| s.171(2)(g)                       | power to grant and reserve easements                                                                                                                                                                                                                                                                                                                                                          | PCofC<br>GMSPD<br>PC<br>MPB |                                                   |
| s.173                             | power to enter into agreement covering matters set out in s.174                                                                                                                                                                                                                                                                                                                               | GMSPD<br>PC<br>MPB          |                                                   |
| ---                               | power to decide whether something is to the satisfaction of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority                                                                                                                                               | GMSPD<br>PC<br>PLO<br>MPB   |                                                   |

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                                                                                                       |                             |                          |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                                                                                                                                              | Column 3                    | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                                                                                                                                       | DELEGATE                    | CONDITIONS & LIMITATIONS |
|                                   | power to give consent on behalf of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority | GMSPD<br>PC<br>MPB          |                          |
| s.177(2)                          | power to end a section 173 agreement with approval of the Minister or the consent of all those bound by any covenant in the agreement                                                                                                 | GMSPD<br>PC<br>MPB          |                          |
| s.178                             | power to amend a s.173 agreement                                                                                                                                                                                                      | PCofC<br>GMSPD<br>PC<br>MPB |                          |
| s.179(1)                          | duty to lodge agreement with Minister                                                                                                                                                                                                 | GMSPD<br>PC<br>PLO<br>MPB   |                          |
| s.179(2)                          | duty to make available for inspection copy agreement                                                                                                                                                                                  | GMSPD<br>PC<br>PLO<br>MPB   |                          |
| s.181                             | power to apply to the Registrar of Titles for registration of the agreement and to deliver a memorial to Registrar-General                                                                                                            | GMSPD<br>PC<br>PLO<br>MPB   |                          |

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| S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                        |                                 |                          |
|-----------------------------------|------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                          | Column 2                                                               | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED                                                        | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.182                             | power to enforce an agreement                                          | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.183                             | duty to tell Registrar of Titles of ending/amendment of agreement      | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.198(1)                          | function to receive application for planning certificate               | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.199(1)                          | duty to give planning certificate to applicant                         | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.201(1)                          | function of receiving application for declaration of underlying zoning | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.201(3)                          | duty to make declaration                                               | GMSPD<br>PC<br>PLO<br>MPB       |                          |

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| S6. Instrument of Delegation -- Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |                                                                                                                                                       |                                    |                          |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------|
| Column 1                          | Column 2                                                                                                                                              | Column 3                           | Column 4                 |
| PROVISION                         | THING DELEGATED                                                                                                                                       | DELEGATE                           | CONDITIONS & LIMITATIONS |
| -                                 | power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council         | PCoFC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
| -                                 | power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council. | PCoFC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
|                                   | power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or a condition in a permit | PCoFC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
|                                   | power to give written authorisation in accordance with a provision of a planning scheme                                                               | PCoFC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.201UAB(1)                       | function of providing the Growth Areas Authority with information relating to any land within municipal district                                      | GMSPD<br>MPB                       |                          |
| s.201UAB(2)                       | duty to provide the Growth Areas Authority with information requested under subsection (1) as soon as possible                                        | GMSPD<br>MPB                       |                          |

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| S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT REGULATIONS 2005 |                                                                                                                                                                                                                                                                                 |                                 |                          |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------|
| Column 1                                  | Column 2                                                                                                                                                                                                                                                                        | Column 3                        | Column 4                 |
| PROVISION                                 | THING DELEGATED                                                                                                                                                                                                                                                                 | DELEGATE                        | CONDITIONS & LIMITATIONS |
| r 6                                       | duty of responsible authority to provide copy of matter considered under section 60(1A)(g) for inspection free of charge                                                                                                                                                        | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| r7                                        | duty of responsible authority to provide copy information or report requested by Minister                                                                                                                                                                                       | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| r22                                       | power of responsible authority to require verification of information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in application for permit or to amend a permit or any information provided under section 54 of the Act | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| r 55                                      | duty of responsible authority to tell Registrar of Titles under r 183 of the Act of the cancellation or amendment of an agreement                                                                                                                                               | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |

Deleted: 27 March

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| S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT (FEES) INTERIM REGULATIONS 2013<br>*These regulations expire on 20 October 2013 |                                                                                                                              |                    |                          | Deleted: 2                                                                                                                       |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Column 1                                                                                                 | Column 2                                                                                                                     | Column 3           | Column 4                 | Deleted: 22 April                                                                                                                |
| PROVISION                                                                                                | THING DELEGATED                                                                                                              | DELEGATE           | CONDITIONS & LIMITATIONS |                                                                                                                                  |
| r.16                                                                                                     | power to waive or rebate fee other than a fee relating to an amendment to a planning scheme                                  | GMSPD<br>MPB<br>PC |                          | Deleted: Where Council is the responsible authority                                                                              |
| r.17                                                                                                     | power to waive or rebate fee relating to an amendment of a planning scheme                                                   | GMSPD<br>MPB<br>PC |                          | Deleted: in prescribed circumstances                                                                                             |
| r.18                                                                                                     | duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.16 or 17 | GMSPD<br>MPB<br>PC |                          | Deleted: for amendment to a planning scheme in prescribed circumstances                                                          |
|                                                                                                          |                                                                                                                              |                    |                          | Deleted: Where Council is the responsible authority                                                                              |
|                                                                                                          |                                                                                                                              |                    |                          | Deleted: if fee waives or rebated to record in writing the matters taken into account and which formed the basis of the decision |
|                                                                                                          |                                                                                                                              |                    |                          | Deleted: Where Council is the responsible authority                                                                              |

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S6. Instrument of Delegation – Members of Staff

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| RAIL SAFETY ACT 2006 |                                                                                                                                                |             |                                             |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------|
| Column 1             | Column 2                                                                                                                                       | Column 3    | Column 4                                    |
| PROVISION            | THING DELEGATED                                                                                                                                | DELEGATE    | CONDITIONS & LIMITATIONS                    |
| s.33                 | duty to comply with a direction of the Safety Director under this section                                                                      | GMIS<br>MCW | duty of Council as a utility under s.3      |
| s.33A                | duty to comply with a direction of the Safety Director to give effect to arrangements under this section.                                      | GMIS<br>MCW | duty of Council as a utility under s.3      |
| s.34                 | duty to comply with a direction of the Safety Director to alter, demolish or take away works carried out contrary to a direction under s.33(1) | GMIS<br>MCW | duty of Council as a utility under s.3      |
| s.34C(2)             | function of entering into safety interface agreements with rail infrastructure manager                                                         | GMIS<br>MCW | where Council is the registration authority |
| s.34D(1)             | function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed                  | GMIS<br>MCW | where Council is the registration authority |
| s.34D(2)             | function of receiving written notice of opinion                                                                                                | GMIS<br>MCW | where Council is the registration authority |
| s.34D(4)             | function entering into safety interface agreement with infrastructure manager                                                                  | GMIS<br>MCW | where Council is the registration authority |
| s.34E(1)(a)          | duty to identify and assess risks to safety                                                                                                    | GMIS<br>MCW | where Council is the registration authority |
| s.34E(1)(b)          | duty to determine measures to manage any risks identified and assessed having regard to items set out in section 34E(2)(a)-(c)                 | GMIS<br>MCW | where Council is the registration authority |

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S6. Instrument of Delegation – Members of Staff

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| RAIL SAFETY ACT 2006 |                                                                                                                                          |             |                                             |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------|
| Column 1             | Column 2                                                                                                                                 | Column 3    | Column 4                                    |
| PROVISION            | THING DELEGATED                                                                                                                          | DELEGATE    | CONDITIONS & LIMITATIONS                    |
| s.34E(3)             | duty to seek to enter into a safety interface agreement with rail infrastructure manager                                                 | GMIS<br>MCW | where Council is the registration authority |
| s.34F(1)(a)          | duty to identify and assess risks to safety if written notice has been received under section 34D(2)(a)                                  | GMIS<br>MCW | where Council is the registration authority |
| s.34F(1)(b)          | duty to determine measures to manage any risks identified and assessed if written notice has been received under section 34D(2)(a)       | GMIS<br>MCW | where Council is the registration authority |
| s.34F(2)             | duty to seek to enter into a safety interface agreement with rail infrastructure manager                                                 | GMIS<br>MCW | where Council is the registration authority |
| s.34H                | power to identify and assess risks to safety as required under sections 34B, 34C, 34D, 34E or 34F in accordance with subsections (a)-(c) | GMIS<br>MCW | where Council is the registration authority |
| s.34I                | function of entering into safety interface agreements                                                                                    | GMIS<br>MCW | where Council is the registration authority |
| s.34J(2)             | function of receiving notice from Safety Director                                                                                        | GMIS<br>MCW | where Council is the registration authority |
| s.34J(7)             | duty to comply with a direction of the Safety Director given under section 34J(5)                                                        | GMIS<br>MCW | where Council is the registration authority |
| s.34K(2)             | duty to maintain a register of items set out in subsections (a)-(b)                                                                      | GMIS<br>MCW | where Council is the registration authority |

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| RESIDENTIAL TENANCIES ACT 1997 |                                                                                                                                             |                   |                               |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------|
| Column 1                       | Column 2                                                                                                                                    | Column 3          | Column 4                      |
| PROVISION                      | THING DELEGATED                                                                                                                             | DELEGATE          | CONDITIONS & LIMITATIONS      |
| s.142D                         | function of receiving notice regarding an unregistered rooming house                                                                        | MHCS<br>EHC       |                               |
| s.252                          | power to give tenant a notice to vacate rented premises if subsection(1) applies                                                            | GMCCS<br>PRC      | where Council is the landlord |
| s.262(1)                       | power to give tenant a notice to vacate rented premises                                                                                     | GMCCS<br>PRC      | where Council is the landlord |
| s.262(3)                       | power to publish its criteria for eligibility for the provision of housing by Council                                                       | GMCCS<br>PRC      |                               |
| s.518F                         | power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements | MHCS              |                               |
| s.522(1)                       | give a compliance notice to a person                                                                                                        | PRC<br>LLC<br>LLO |                               |
| s.525(2)                       | power to authorise an officer to exercise powers in s.526 (either generally or in a particular case)                                        | GMCCS             |                               |
| s.525(4)                       | duty to issue identity card to authorised officers                                                                                          | GMCCS             |                               |
| s.526(5)                       | duty to keep record of entry by authorised officer under section 526                                                                        | PRC<br>LLC        |                               |
| s.526A(3)                      | function of receiving report of inspection                                                                                                  | PRC<br>LLC        |                               |
| s.527                          | power to authorise a person to institute proceedings (either generally or in a particular case)                                             | LLC               |                               |

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| ROAD MANAGEMENT ACT 2004 |                                                                                              |                            |                                                                                                                |
|--------------------------|----------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------|
| Column 1                 | Column 2                                                                                     | Column 3                   | Column 4                                                                                                       |
| PROVISION                | THING DELEGATED                                                                              | DELEGATE                   | CONDITIONS & LIMITATIONS                                                                                       |
| s.11(1)                  | power to declare a road by publishing a notice in the Government Gazette                     | GMIS<br>MSA                | obtain consent in circumstances specified in s.11(2)                                                           |
| s.11(8)                  | power to name a road or change the name of a road by publishing notice in Government Gazette | GMCCS<br>PRC               |                                                                                                                |
| s.11(9)(b)               | duty to advise Registrar                                                                     | GMCCS<br>PRC               |                                                                                                                |
| s.11(10)                 | duty to inform Secretary to Department of Sustainability and Environment of declaration etc. | MSA<br>PRC                 | clause subject to s.11(10A)                                                                                    |
| s.11(10A)                | duty to inform Secretary to Dept of Sustainability and Environment or nominated person       | GMIS<br>MSA<br>MCWS<br>MCW | duty of co-ordinating road authority                                                                           |
| s.12(2)                  | power to discontinue road or part of a road                                                  | GMIS<br>MSA                | power of co-ordinating road authority                                                                          |
| s.12(4)                  | power to publish, and provide copy, notice of proposed discontinuance                        | GMIS<br>MSA                | power of coordinating road authority where it is the discontinuing body<br>- unless subsection (1) applies     |
| s.12(5)                  | duty to consider written submissions received within 28 days of notice                       | GMIS<br>MSA                | duty of co-ordinating road authority where it is the discontinuing body<br>- unless subsection (1) applies     |
| s.12(6)                  | function of hearing a person in support of their written submission                          | GMIS<br>MSA                | function of co-ordinating road authority where it is the discontinuing body<br>- unless subsection (1) applies |
| s.12(7)                  | duty to fix day, time and place of meeting under subsection (6) and to give notice           | GMIS<br>MSA                | duty of co-ordinating road authority where it is the discontinuing body<br>- unless subsection (1) applies     |

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| ROAD MANAGEMENT ACT 2004 |                                                                                                                                                                                                                                           |             |                                                                                                                                                                     |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                 | Column 2                                                                                                                                                                                                                                  | Column 3    | Column 4                                                                                                                                                            |
| PROVISION                | THING DELEGATED                                                                                                                                                                                                                           | DELEGATE    | CONDITIONS & LIMITATIONS                                                                                                                                            |
| s12(10)                  | duty to notify of decision made                                                                                                                                                                                                           | GMIS<br>MSA | duty of coordinating road authority where it is the discontinuing body - does not apply where an exemption is specified by the regulations or given by the Minister |
| s13(1)                   | power to fix a boundary road by publishing notice in Government Gazette                                                                                                                                                                   | GMIS<br>MSA | power of coordinating road authority and obtain consent under s13(3) and s13(4) as appropriate                                                                      |
| s.14(4)                  | function of receiving notice from VicRoads                                                                                                                                                                                                | GMIS<br>MSA |                                                                                                                                                                     |
| s14(7)                   | power to appeal against decision of VicRoads                                                                                                                                                                                              | GMIS        |                                                                                                                                                                     |
| s15(1)                   | power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport. | GMIS        |                                                                                                                                                                     |
| s15(1A)                  | power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority                                                                                                                | GMIS<br>MSA |                                                                                                                                                                     |
| s15(2)                   | duty to include details of arrangement in public roads register                                                                                                                                                                           | GMIS<br>MSA |                                                                                                                                                                     |
| s16(7)                   | power to enter into an arrangement under s15                                                                                                                                                                                              | GMIS        |                                                                                                                                                                     |
| s16(8)                   | duty to enter details of determination in public roads register                                                                                                                                                                           | GMIS<br>MSA |                                                                                                                                                                     |

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| ROAD MANAGEMENT ACT 2004 |                                                                                                     |             |                                                                                               |
|--------------------------|-----------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------|
| Column 1                 | Column 2                                                                                            | Column 3    | Column 4                                                                                      |
| PROVISION                | THING DELEGATED                                                                                     | DELEGATE    | CONDITIONS & LIMITATIONS                                                                      |
| s17(2)                   | duty to register public road in public roads register                                               | MSA         | power of coordinating road authority                                                          |
| s17(3)                   | power to decide that a road is reasonably required for general public use                           | GMIS<br>MSA | power of coordinating road authority                                                          |
| s17(3)                   | duty to register a road reasonably required for general public use in public roads register         | MSA         | power of coordinating road authority                                                          |
| s17(4)                   | power to decide that a road is no longer reasonably required for general public use                 | GMIS        | power of coordinating road authority                                                          |
| s17(4)                   | duty to remove road no longer reasonably required for general public use from public roads register | MSA         | power of coordinating road authority                                                          |
| s18(1)                   | power to designate ancillary area                                                                   | GMIS        | power of coordinating road authority, and obtain consent in circumstances specified in s18(2) |
| s18(3)                   | duty to record designation in public roads register                                                 | GMIS<br>MSA | power of coordinating road authority                                                          |
| s19(1)                   | duty to keep register of public roads in respect of which it is the coordinating road authority     | GMIS<br>MSA |                                                                                               |
| s19(4)                   | duty to specify details of discontinuance in public roads register                                  | GMIS<br>MSA |                                                                                               |
| s19(5)                   | duty to ensure public roads register is available for public inspection                             | GMIS<br>MSA |                                                                                               |

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| ROAD MANAGEMENT ACT 2004 |                                                                                                               |                     |                                                                  |
|--------------------------|---------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------|
| Column 1                 | Column 2                                                                                                      | Column 3            | Column 4                                                         |
| PROVISION                | THING DELEGATED                                                                                               | DELEGATE            | CONDITIONS & LIMITATIONS                                         |
| s.21                     | power to reply to request for information or advice                                                           | GMIS<br>MSA         | obtain consent in circumstances specified in s11(2)              |
| s.22(2)                  | power to comment on proposed direction                                                                        | GMIS<br>MSA         |                                                                  |
| s.22(4)                  | duty to publish a copy or summary of any direction made under section 22 by the Minister in its annual report | GMIS<br>MSA         |                                                                  |
| s.22(5)                  | duty to give effect to a direction under this section                                                         | GMIS<br>MSA         |                                                                  |
| s.40(1)                  | duty to inspect, maintain and repair a public road.                                                           | GMIS<br>MSA<br>MCWS |                                                                  |
| s.40(5)                  | power to inspect, maintain and repair a road which is not a public road                                       | GMIS<br>MSA<br>MCW  |                                                                  |
| s.41(1)                  | power to determine the standard of construction, inspection, maintenance and repair                           | GMIS<br>MCWS<br>MSA |                                                                  |
| s.42(1)                  | power to declare a public road as a controlled access road                                                    | GMIS                | power of coordinating road authority and Schedule 2 also applies |
| s.42(2)                  | power to amend or revoke declaration by notice published in Government Gazette                                | GMIS                | power of coordinating road authority and Schedule 2 also applies |

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| ROAD MANAGEMENT ACT 2004 |                                                                                                                                                                                         |                    |                                                                                                                                         |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                 | Column 2                                                                                                                                                                                | Column 3           | Column 4                                                                                                                                |
| PROVISION                | THING DELEGATED                                                                                                                                                                         | DELEGATE           | CONDITIONS & LIMITATIONS                                                                                                                |
| s.42A(3)                 | duty to consult with VicRoads before road is specified                                                                                                                                  | GMIS               | duty of co-ordinating road authority<br>- if road is a municipal road or part thereof                                                   |
| s.42A(4)                 | power to approve Minister's decision to specify a road as a specified freight road                                                                                                      | GMIS<br>MSA        | power of co-ordinating road authority<br>- if road is a municipal road or part thereof and where road is to be specified a freight road |
| s.48EA                   | duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport). | GMIS<br>MSA<br>MCW | duty of responsible road authority, infrastructure manager or works manager                                                             |
| s.48M(3)                 | function of consulting with the Secretary for purposes of developing guidelines under section 48M                                                                                       | GMIS<br>MSA<br>MCW |                                                                                                                                         |
| s.48N                    | duty to notify the Secretary of the location of the bus topping point and the action taken by Council                                                                                   | GMIS<br>MSA<br>MCW |                                                                                                                                         |
| s.49                     | power to develop and publish a road management plan                                                                                                                                     | GMIS<br>MSA        |                                                                                                                                         |
| s.51                     | power to determine standards by incorporating the standards in a road management plan                                                                                                   | GMIS<br>MSA        |                                                                                                                                         |
| s.53(2)                  | power to cause notice to be published in Government Gazette of amendment etc of document in road management plan                                                                        | GMIS<br>MSA        |                                                                                                                                         |
| s.54(2)                  | duty to give notice of proposal to make a road management plan                                                                                                                          | GMIS<br>MSA        |                                                                                                                                         |

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| ROAD MANAGEMENT ACT 2004 |                                                                                                        |                            |                                                  |
|--------------------------|--------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------|
| Column 1                 | Column 2                                                                                               | Column 3                   | Column 4                                         |
| PROVISION                | THING DELEGATED                                                                                        | DELEGATE                   | CONDITIONS & LIMITATIONS                         |
| s.54(5)                  | duty to conduct a review of road management plan at prescribed intervals                               | GMIS<br>MSA                |                                                  |
| s.54(6)                  | power to amend road management plan                                                                    | GMIS<br>MSA                |                                                  |
| s.54(7)                  | duty to incorporate the amendments into the road management plan                                       | GMIS<br>MSA                |                                                  |
| s.55(1)                  | duty to cause notice of road management plan to be published in Government Gazette and newspaper       | GMIS<br>MSA                |                                                  |
| s.63(1)                  | power to consent to conduct of works on road                                                           | GMIS<br>MCWS<br>MCW<br>MSA | power of coordinating road authority             |
| s.63(2)(e)               | power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency     | GMIS<br>MCWS<br>MCW<br>MSA | power of infrastructure manager                  |
| s.64(1)                  | duty to comply with clause 13 of Schedule 7                                                            | GMIS<br>MCWS<br>MCW<br>MSA | duty of infrastructure manager or works manager  |
| s.66(1)                  | power to consent to structure etc                                                                      | LLC<br>LLO                 | power of coordinating road authority             |
| s.67(2)                  | function of receiving the name and address of the person responsible for distributing the sign or bill | LLC<br>LLO                 | where Council is the coordinating road authority |

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| ROAD MANAGEMENT ACT 2004 |                                                           |                            |                                      |
|--------------------------|-----------------------------------------------------------|----------------------------|--------------------------------------|
| Column 1                 | Column 2                                                  | Column 3                   | Column 4                             |
| PROVISION                | THING DELEGATED                                           | DELEGATE                   | CONDITIONS & LIMITATIONS             |
| s.67(3)                  | power to request information                              | LLC<br>LLO                 | power of coordinating road authority |
| s.68(2)                  | power to request information                              | LLC<br>LLO                 | power of coordinating road authority |
| s71(3)                   | power to appoint an authorised officer                    | GMSPD<br>GMCCS<br>GMIS     |                                      |
| s.72                     | duty to issue an identity card to each authorised officer | GMCCS                      |                                      |
| s.85                     | function of receiving report from authorised officer      | GMIS<br>MCWS<br>MSA        |                                      |
| s86                      | duty to keep register re s85 matters                      | GMIS                       |                                      |
| s.87(1)                  | function of receiving complaints                          | GMIS<br>MCWS<br>MSA        |                                      |
| s87(2)                   | duty to investigate, complaint and provide report         | GMIS                       |                                      |
| s.112(2)                 | power to recover damages in court                         | GMIS<br>MCWS<br>MCW        |                                      |
| s116                     | power to cause or carry out inspection                    | GMIS<br>MCWS<br>MCW<br>MSA |                                      |

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| ROAD MANAGEMENT ACT 2004  |                                                                                                |                            |                          |
|---------------------------|------------------------------------------------------------------------------------------------|----------------------------|--------------------------|
| Column 1                  | Column 2                                                                                       | Column 3                   | Column 4                 |
| PROVISION                 | THING DELEGATED                                                                                | DELEGATE                   | CONDITIONS & LIMITATIONS |
| s.119(2)                  | function of consulting with VicRoads                                                           | GMIS<br>MCWS<br>MCW<br>MSA |                          |
| s.120(1)                  | power to exercise road management functions on an arterial road (with the consent of VicRoads) | GMIS<br>MCWS<br>MSA        |                          |
| s.120(2)                  | power to seek consent of VicRoads                                                              | GMIS<br>MCW                |                          |
| s.121(1)                  | power to enter into an agreement re works                                                      | GMIS<br>MCW                |                          |
| s.122(1)                  | power to charge and recover fees                                                               | GMIS<br>MCW<br>MSA         |                          |
| s.123(1)                  | power to charge for any service                                                                | GMIS<br>MCW<br>MSA         |                          |
| Schedule 2<br>Clause 2(1) | power to make a decision re controlled access roads                                            | GMIS                       |                          |
| Schedule 2<br>Clause 3(1) | power to make policy about controlled access roads                                             | GMIS                       |                          |
| Schedule 2<br>Clause 3(2) | power to amend, revoke or substitute policy about controlled access roads                      | GMIS                       |                          |
| Schedule 2<br>Clause 4    | function of receiving details of proposal from VicRoads                                        | GMIS<br>MCW<br>MSA         |                          |

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| ROAD MANAGEMENT ACT 2004    |                                                                                                                                                                                                                                                                                                    |                            |                                                                                         |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------|
| Column 1                    | Column 2                                                                                                                                                                                                                                                                                           | Column 3                   | Column 4                                                                                |
| PROVISION                   | THING DELEGATED                                                                                                                                                                                                                                                                                    | DELEGATE                   | CONDITIONS & LIMITATIONS                                                                |
| Schedule 2<br>Clause 5      | duty to publish notice of declaration                                                                                                                                                                                                                                                              | GMIS                       |                                                                                         |
| Schedule 7,<br>Clause 7(1)  | duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve                                                                                                                                                 | GMIS<br>MCW<br>MSA         | duty of infrastructure manager or works manager                                         |
| Schedule 7,<br>Clause 8(1)  | duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road                                     | GMIS<br>MCW<br>MCWS<br>MSA | duty of infrastructure manager or works manager                                         |
| Schedule 7,<br>Clause 9(1)  | duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works | GMIS<br>MCW<br>MSA         | duty of infrastructure manager or works manager responsible for non-road infrastructure |
| Schedule 7,<br>Clause 9(2)  | duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance.                                                           | GMIS<br>MCWS<br>MCW<br>MSA | duty of infrastructure manager or works manager                                         |
| Schedule 7,<br>Clause 10(2) | where Schedule 7 Clause 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected                                                                                                                                                  | GMIS<br>MCW<br>MSA         | duty of infrastructure manager or works manager                                         |

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| ROAD MANAGEMENT ACT 2004    |                                                                                                                                       |                            |                                      |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------|
| Column 1                    | Column 2                                                                                                                              | Column 3                   | Column 4                             |
| PROVISION                   | THING DELEGATED                                                                                                                       | DELEGATE                   | CONDITIONS & LIMITATIONS             |
| Schedule 7<br>Clause 12(2)  | power to direct infrastructure manager or works manager to conduct reinstatement works                                                | GMIS                       | power of coordinating road authority |
| Schedule 7<br>Clause 12(3)  | power to take measures to ensure reinstatement works are completed                                                                    | GMIS<br>MCW<br>MSA         | power of coordinating road authority |
| Schedule 7<br>Clause 12(4)  | duty to ensure that works are conducted by an appropriately qualified person                                                          | GMIS<br>MCW<br>MSA         | power of coordinating road authority |
| Schedule 7<br>Clause 12(5)  | power to recover costs                                                                                                                | GMIS<br>MCW<br>MFCS<br>MSA | power of coordinating road authority |
| Schedule 7,<br>Clause 13(1) | duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to Schedule 7, Clause 13(2) | GMIS<br>MCWS<br>MCW<br>MSA | duty of works manager                |
| Schedule 7<br>Clause 13(2)  | power to vary notice period                                                                                                           | GMIS<br>MCWS<br>MCW<br>MSA | power of coordinating road authority |
| Schedule 7,<br>Clause 13(3) | duty to ensure works manager has complied with obligation to give notice under Schedule 7, Clause 13(1)                               | GMIS<br>MCW                | duty of infrastructure manager       |

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| ROAD MANAGEMENT ACT 2004   |                                                                      |                            |                                                                                                   |
|----------------------------|----------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------|
| Column 1                   | Column 2                                                             | Column 3                   | Column 4                                                                                          |
| PROVISION                  | THING DELEGATED                                                      | DELEGATE                   | CONDITIONS & LIMITATIONS                                                                          |
| Schedule 7<br>Clause 16(1) | power to consent to proposed works                                   | GMIS<br>MCWS<br>MCW<br>MSA | power of coordinating road authority                                                              |
| Schedule 7<br>Clause 16(4) | duty to consult                                                      | GMIS<br>MCWS<br>MCW<br>MSA | where Council is the co-ordinating road authority responsible authority or infrastructure manager |
| Schedule 7<br>Clause 16(5) | power to consent to proposed works                                   | GMIS<br>MCW<br>MSA         | where Council is the co-ordinating road authority                                                 |
| Schedule 7<br>Clause 16(6) | power to set reasonable conditions on consent                        | GMIS<br>MCW<br>MSA         | where Council is the co-ordinating road authority                                                 |
| Schedule 7<br>Clause 16(8) | power to include consents and conditions                             | GMIS<br>MCW<br>MSA         | where Council is the co-ordinating road authority                                                 |
| Schedule 7<br>Clause 17(2) | power to refuse to give consent and duty to give reasons for refusal | GMIS                       | power of coordinating road authority                                                              |
| Schedule 7<br>Clause 18(1) | power to enter into an agreement                                     | GMIS<br>MCW<br>MSA         | power of coordinating road authority                                                              |

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| ROAD MANAGEMENT ACT 2004           |                                                                                                                                           |                                  |                                                                                                                                                                      |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Column 1                           | Column 2                                                                                                                                  | Column 3                         | Column 4                                                                                                                                                             |
| PROVISION                          | THING DELEGATED                                                                                                                           | DELEGATE                         | CONDITIONS & LIMITATIONS                                                                                                                                             |
| Schedule 7<br>Clause 19(1)         | power to give notice requiring rectification of works                                                                                     | GMIS<br>MSA<br>MCW               | power of coordinating road authority                                                                                                                                 |
| Schedule 7<br>Clause 19(2)&<br>(3) | power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred        | GMIS<br>MSA<br>MCW               | where Council is the co-ordinating road authority                                                                                                                    |
| Schedule 7<br>Clause 20(1)         | power to require removal, relocation, replacement or upgrade of existing non-road infrastructure                                          | GMIS<br>MSA<br>LLC<br>MCW<br>LLO | power of coordinating road authority                                                                                                                                 |
| Schedule 7A<br>Clause 2            | power to cause street lights to be installed on roads                                                                                     | GMIS<br>MSA                      | power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road.                                |
| Schedule 7A<br>Clause 3(1)(d)      | duty to pay installation and operation costs of street lighting – where road is not an arterial road.                                     | GMIS<br>MSA                      | where Council is the responsible road authority for the road.                                                                                                        |
| Schedule 7A<br>Clause 3(1)(e)      | duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas.    | GMIS<br>MSA                      | where Council is the responsible road authority.                                                                                                                     |
| Schedule 7A<br>Clause 3(1)(f)      | duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with clauses 3(2) and 4. | GMIS<br>MSA                      | where Council is responsible road authority that installed the light (re. installation costs) and where Council is relevant municipal Council (re. operating costs). |

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| <b>CEMETERIES AND CREMATORIA REGULATIONS 2005</b><br>These provisions apply to Councils appointed as a cemetery trust under section 5 of the <i>Cemeteries and Crematoria Act 2003</i> and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                                   |                      |                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------|
| Column 1                                                                                                                                                                                                                                                                                                                              | Column 2                                                                                                                                          | Column 3             | Column 4                        |
| PROVISION                                                                                                                                                                                                                                                                                                                             | THING DELEGATED                                                                                                                                   | DELEGATE             | CONDITIONS & LIMITATIONS        |
| r.17                                                                                                                                                                                                                                                                                                                                  | power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)                                  | PRC<br>GMCCS<br>MFCS |                                 |
| r.18(1)                                                                                                                                                                                                                                                                                                                               | power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator | PRC<br>GMCCS<br>MFCS |                                 |
| r.18(2)                                                                                                                                                                                                                                                                                                                               | duty to ensure any fittings removed of are disposed in an appropriate manner                                                                      | PRC<br>GMCCS<br>MFCS |                                 |
| r.19                                                                                                                                                                                                                                                                                                                                  | power to dispose of any metal substance or non-human substance recovered from a cremator                                                          | PRC<br>GMCCS<br>MFCS |                                 |
| r.20(2)                                                                                                                                                                                                                                                                                                                               | power to release cremated human remains to certain persons                                                                                        | PRC<br>GMCCS<br>MFCS | Subject to any order of a court |
| r.21(1)                                                                                                                                                                                                                                                                                                                               | duty to make cremated human remains available for collection within 2 working days after the cremation                                            | PRC<br>GMCCS<br>MFCS |                                 |
| r.21(2)                                                                                                                                                                                                                                                                                                                               | duty to hold cremated human remains for at least 12 months from the date of cremation                                                             | PRC<br>GMCCS<br>MFCS |                                 |
| r.21(3)                                                                                                                                                                                                                                                                                                                               | power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation                               | PRC<br>GMCCS<br>MFCS |                                 |

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| CEMETERIES AND CREMATORIA REGULATIONS 2005<br>These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003 and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                                                                |                      |                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|
| Column 1                                                                                                                                                                                                                                                                                                                | Column 2                                                                                                                                       | Column 3             | Column 4                 |
| PROVISION                                                                                                                                                                                                                                                                                                               | THING DELEGATED                                                                                                                                | DELEGATE             | CONDITIONS & LIMITATIONS |
| r.21(4)                                                                                                                                                                                                                                                                                                                 | duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period                           | PRC<br>GMCCS<br>MFCS |                          |
| r.22                                                                                                                                                                                                                                                                                                                    | duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)                                                                | PRC<br>GMCCS<br>MFCS |                          |
| r.26                                                                                                                                                                                                                                                                                                                    | duty to provide statement that alternative vendors or supplier of monuments exist                                                              | PRC<br>GMCCS<br>MFCS |                          |
| r.36                                                                                                                                                                                                                                                                                                                    | power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)                                                | PRC<br>GMCCS<br>MFCS |                          |
| r.38(2)                                                                                                                                                                                                                                                                                                                 | power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area                              | PRC<br>GMCCS<br>MFCS |                          |
| Schedule 6,<br>clause 4                                                                                                                                                                                                                                                                                                 | power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of Schedule 6                                           | PRC<br>GMCCS<br>MFCS |                          |
| Schedule 6,<br>clause 5(1)                                                                                                                                                                                                                                                                                              | duty to display the hours during which pedestrian access is available to the cemetery                                                          | PRC<br>GMCCS<br>MFCS |                          |
| Schedule 6,<br>clause 5(2)                                                                                                                                                                                                                                                                                              | duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours | PRC<br>GMCCS<br>MFCS |                          |
| Schedule 6,<br>clause 6(1)                                                                                                                                                                                                                                                                                              | power to give directions regarding the manner in which a funeral is to be conducted                                                            | PRC<br>GMCCS<br>MFCS |                          |

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| CEMETERIES AND CREMATORIA REGULATIONS 2005                                                                                                                                                                                                                                |                                                                                                            |                      |                          |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|--|
| These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003 and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) |                                                                                                            |                      |                          |  |
| Column 1                                                                                                                                                                                                                                                                  | Column 2                                                                                                   | Column 3             | Column 4                 |  |
| PROVISION                                                                                                                                                                                                                                                                 | THING DELEGATED                                                                                            | DELEGATE             | CONDITIONS & LIMITATIONS |  |
| Schedule 6, clause 7(1)                                                                                                                                                                                                                                                   | power to give directions regarding the dressing of places of interment and memorials                       | PRC<br>GMCCS<br>MFCS |                          |  |
| Schedule 6, clause 11(1)                                                                                                                                                                                                                                                  | power to remove objects from a memorial or place of interment                                              | PRC<br>GMCCS<br>MFCS |                          |  |
| Schedule 6, clause 11(2)                                                                                                                                                                                                                                                  | duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner                 | PRC<br>GMCCS<br>MFCS |                          |  |
| Schedule 6, clause 12                                                                                                                                                                                                                                                     | power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies | PRC<br>GMCCS<br>MFCS |                          |  |
| Schedule 6, clause 14                                                                                                                                                                                                                                                     | power to approve an animal to enter into or remain in a cemetery                                           | PRC<br>GMCCS<br>MFCS |                          |  |

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| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 |                                                                                                   |                    |                          |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------|--------------------------|
| Column 1                                                                                                | Column 2                                                                                          | Column 3           | Column 4                 |
| PROVISION                                                                                               | THING DELEGATED                                                                                   | DELEGATE           | CONDITIONS & LIMITATIONS |
| r.7                                                                                                     | function of entering into a written agreement with a caravan park owner                           | MHCS<br>EHC<br>EHO |                          |
| r.11                                                                                                    | function of receiving applications for registration                                               | MHCS<br>EHC<br>EHO |                          |
| r.13(1)                                                                                                 | duty to grant registration if satisfied that the caravan park complies with these regulations     | MHCS<br>EHC<br>EHO |                          |
| r.13(2)                                                                                                 | duty to renew the registration if satisfied that the caravan park complies with these regulations | MHCS<br>EHC<br>EHO |                          |
| r.13(4) & (5)                                                                                           | duty to issue certificate of registration                                                         | MHCS<br>EHC<br>EHO |                          |
| r.15(1)                                                                                                 | function of receiving notice of transfer of ownership                                             | MHCS<br>EHC<br>EHO |                          |
| r.15(3)                                                                                                 | power to determine where notice of transfer is displayed                                          | MHCS<br>EHC<br>EHO |                          |
| r.16(1)                                                                                                 | duty to transfer registration to new caravan park owner                                           | MHCS<br>EHC<br>EHO |                          |
| r.16(2)                                                                                                 | duty to issue certificate of transfer of registration                                             | MHCS<br>EHC<br>EHO |                          |

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| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 |                                                                                                                                                      |                    |                          |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------|
| Column 1                                                                                                | Column 2                                                                                                                                             | Column 3           | Column 4                 |
| PROVISION                                                                                               | THING DELEGATED                                                                                                                                      | DELEGATE           | CONDITIONS & LIMITATIONS |
| r.17(1)                                                                                                 | power to determine the fee to accompany applications for registration or applications for renewal of registration                                    | MHCS<br>EHC<br>EHO |                          |
| r.18                                                                                                    | duty to keep register of caravan parks                                                                                                               | MHCS<br>EHC        |                          |
| r.19(4)                                                                                                 | power to determine where the emergency contact person's details are displayed                                                                        | MHCS<br>EHC<br>EHO |                          |
| r.19(6)                                                                                                 | power to determine where certain information is displayed                                                                                            | MHCS<br>EHC<br>EHO |                          |
| r.22A(1)                                                                                                | duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park on the request of the <u>caravan park owner</u> | MHCS<br>EHC<br>EHO |                          |
| r.22A(2)                                                                                                | duty to consult with relevant emergency services agencies                                                                                            | MHCS<br>EHC<br>EHO |                          |
| r.23                                                                                                    | power to determine places in which caravan park owner must display a copy of emergency procedures                                                    | MHCS<br>EHC<br>EHO |                          |
| r.24                                                                                                    | power to determine places in which caravan park owner must display copy of public emergency warnings                                                 | MHCS<br>EHC<br>EHO |                          |
| r.25(3)                                                                                                 | duty to consult with relevant floodplain management authority                                                                                        | MHCS<br>EHC<br>EHO |                          |

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| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 |                                                                                                                    |                    |                          |
|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------|
| Column 1                                                                                                | Column 2                                                                                                           | Column 3           | Column 4                 |
| PROVISION                                                                                               | THING DELEGATED                                                                                                    | DELEGATE           | CONDITIONS & LIMITATIONS |
| r.26                                                                                                    | duty to have regard to any report of the relevant fire authority                                                   | MHCS<br>EHC<br>EHO |                          |
| r.28(c)                                                                                                 | power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling | MHCS<br>EHC<br>EHO |                          |
| r.39                                                                                                    | function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe            | MHCS<br>EHC<br>EHO |                          |
| r.39(b)                                                                                                 | power to require notice of proposal to install unregistrable movable dwelling or rigid annexe                      | MHCS<br>EHC<br>EHO |                          |
| r.40(4)                                                                                                 | function of receiving installation certificate                                                                     | MHCS<br>EHC<br>EHO |                          |
| r.42                                                                                                    | Power to approve use of a non-habitable structure as a dwelling or part of a dwelling                              | MHCS<br>EHC<br>EHO |                          |
| Schedule 3<br>Clause 4(3)                                                                               | power to approve the removal of wheels and axles from unregistrable movable dwelling                               | MHCS<br>EHC<br>EHO |                          |

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| ROAD MANAGEMENT (GENERAL) REGULATIONS 2005 |                                                                                                                                           |             |                                      |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------|
| Column 1                                   | Column 2                                                                                                                                  | Column 3    | Column 4                             |
| PROVISION                                  | THING DELEGATED                                                                                                                           | DELEGATE    | CONDITIONS & LIMITATIONS             |
| r.301(1)                                   | duty to conduct reviews of road management plan                                                                                           | GMIS<br>MSA |                                      |
| r.302(2)                                   | duty to give notice of review of road management plan                                                                                     | GMIS<br>MSA |                                      |
| r.302(5)                                   | duty to produce written report of review of road management plan and make report available                                                | GMIS<br>MSA |                                      |
| r.303                                      | duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under section 41 of the Act | GMIS<br>MSA |                                      |
| r.306(2)                                   | duty to record on road management plan the substance and date of effect of amendment                                                      | MSA         |                                      |
| r.501(1)                                   | power to issue permit                                                                                                                     | GMIS<br>MSA | power of coordinating road authority |
| r.501(4)                                   | power to charge fee for issuing permit under r.501(1)                                                                                     | GMIS<br>MSA | power of coordinating road authority |
| r.503(1)                                   | power to give written consent to person to drive on road a vehicle which is likely to cause damage to road                                | GMIS<br>MSA | power of coordinating road authority |
| r.508(3)                                   | power to make submission to Tribunal                                                                                                      | GMIS        | power of coordinating road authority |
| r.509(1)                                   | power to remove objects, refuse, rubbish or other material deposited or left on road                                                      | LLC<br>MCWS | power of responsible road authority  |

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| ROAD MANAGEMENT (GENERAL) REGULATIONS 2005 |                                                                                                         |          |                                     |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------|----------|-------------------------------------|
| Column 1                                   | Column 2                                                                                                | Column 3 | Column 4                            |
| PROVISION                                  | THING DELEGATED                                                                                         | DELEGATE | CONDITIONS & LIMITATIONS            |
| r.509(2)                                   | power to sell or destroy things removed from road or part of road (after first complying with r.509(3)) | GMIS LLC | power of responsible road authority |
| r.509(4)                                   | power to recover in the Magistrates' Court, expenses from person responsible                            | GMIS LLC |                                     |

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| ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2005 |                                                                                                                                                                                         |             |                                      |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------|
| Column 1                                                    | Column 2                                                                                                                                                                                | Column 3    | Column 4                             |
| PROVISION                                                   | THING DELEGATED                                                                                                                                                                         | DELEGATE    | CONDITIONS & LIMITATIONS             |
| r.10                                                        | power, where consent given under s.63(1) of the Act, to exempt a person from requirement under clause 13(1) of Schedule 7 to that Act to give notice as to the completion of those work | GMIS<br>MCW | power of coordinating road authority |
| r.18(2)                                                     | power to waive whole or part of fee in certain circumstances                                                                                                                            | GMIS        | power of coordinating road authority |

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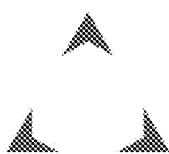
26 June 2013

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# G21 Economic Development Strategy

*G21 Regional Alliance*

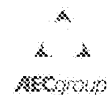
Draft Report  
April, 2013



**AECgroup**

Outcome Driven

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## Document Control

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Job ID: 16853  
Job Name: G21 Economic Development Strategy  
Client: G21 Regional Alliance  
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Document Name: AECGroup - G21 Economic Development Strategy REVISED Draft v1.0  
Last Saved: 10/4/2013 5:11 PM

| Version      | Date           | Reviewed | Approved |
|--------------|----------------|----------|----------|
| Draft Report | 10 April, 2013 | ARP      |          |

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## The Time for Action is Now!

### Background

The G21 region<sup>1</sup> is geographically, economically and culturally diverse. The G21 region has undergone significant transformation from a major heavy manufacturing centre over the last 15 years, diversifying into higher technology manufacturing, healthcare, education and other sections as well as expanding its cultural offering.

The successful diversification, growth and stabilisation of the economy have been made possible through a committed and collaborative approach between key stakeholders. While there remain some pockets of disadvantage and underutilised labour, there are many development opportunities and the proximity and rapid expansion of Melbourne's western region presents unique opportunities for the growth and prosperity of the G21 region.

The time is right for the G21 region to embrace and encourage growth. Current trends in globalisation, shifts from low-tech to high-tech and value adding manufacturing, emergence of new technologies, growing and shifting global markets and numerous other factors demonstrate the new paradigm that exists. Resting on the success of the past will result in lacklustre future economic performance and being 'overlooked' by the global economy. This is not the fate that the G21 Region community desires or deserves and there are significant opportunities and potential in the region. Leveraging the existing collaborative spirit to focus on strategic development initiatives will significantly improve the G21 Region's socio-economic and cultural outcomes.

### The G21 Regional Vision

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 highlights the outcomes required of the G21 Region Economic Development Strategy and has been used, along with extensive stakeholder consultation, to identify the strategic focus areas of the strategy.

### Strategic Focus Areas

The regional objectives identified in the G21 Regional Plan and the desired future for the G21 Region were examined and discussed in detail with a range of regional stakeholders to identify and distil the key focus areas for the G21 Economic Development Strategy. The strategic focus areas identified include:

- Strategic Focus Area 1: Strategic and Integrated Transport Infrastructure
- Strategic Focus Area 2: Vibrant and Active Region
- Strategic Focus Area 3: Coordinated Delivery of Critical Growth Infrastructure
- Strategic Focus Area 4: Learning and Innovation
- Strategic Focus Area 5: Investment Ready

Each strategic focus area has a strategic goal, targeted outcomes to be realised, and a range of progress measures to track and assess progress over time. For each of the strategic focus areas, a number of key initiatives were identified and tested with key stakeholders. From these initiatives, the most effective and constructive 'first step' toward achieving the G21 regional vision were termed 'Game Changers'.

<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.



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## Game Changers

### What is a Game Changer?

"What we need are game changers. Things that dramatically change the boundaries in which we operate, things that really separate the G21 Region from the rest of the pack, from the rest of the country, something that makes the G21 Region unique in the world. What we are talking about are things that will catapult the G21 economy forward beyond the recognition of what it is today"

- Local stakeholder

The G21 region has numerous strengths and natural advantages that will ensure its growth and prosperity into the future. Many of these will be achieved without the need for external resources or collaboration between organisations.

It is critical the G21 Economic Development Strategy target those initiatives that transform the G21 region to deliver higher levels of growth prosperity that could not be achieved without significant regional collaboration and funding.

Due to their nature, some game changes are likely to be strategic, attitudinal foundation and knowledge/ capability building tasks, whereas others will centre on the planning for, and development of, critical infrastructure. The Game Changers will change over time as the region progresses, but they must always meet the following:

- **Transformational:** Deliver distinct and lasting regional benefits
- **Require Collaboration:** Entail cross-government support and collaboration (rather than be readily implemented by single stakeholders)
- **Catalytic:** Lead to further significant related/ ancillary direct investment
- **Promote Awareness:** Address and respond to a key strategic focus area and regional issues and perceptions

With only limited resources to deliver the numerous development opportunities in the G21 region, extensive consultation with key regional stakeholders was undertaken to identify the most effective 'first step' toward each focus area of the G21 regional vision. These are termed the 'game changers' and are identified below. These form the primary and initial initiatives of the G21 Economic Development Strategy.

- **SF 1:** Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac Connections
- **SF 2:** Geelong City Centre Reactivation
- **SF 3:** Coordinated Critical Infrastructure Plan
- **SF 4:** Globally Significant Innovation and Research Centre
- **SF 5:** Open for Business

Subsequently, a series of 'prioritised actions' have been identified to enable the activation of each game changer, with such directives summarised in the table overleaf.

In addition, there is an extensive array of beneficial development initiatives beyond the identified 'game changer' initiatives that should not be ignored and should be progressed when and as resources become available. Other key initiatives worthy of pursuit are also presented and summarized in the table overleaf.



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Table 2. Strategic Focus Areas

| Strategic Focus Area     | Interpreted Region                                                                                                                                                                                                                                                                                                                                                             | Vibrant & Active                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Concentrated Critical Infrastructure Delivery                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Learning & Innovation                                                                                                                                                                                                                                                                                                                                                                                                                             | Investment Result                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Goal</b>    | Strategic (inter- and intra-regional) transport infrastructure linking the G21 region, enabling efficient movement of freight and passengers and encouraging the interaction of all regions within G21 with other surrounding regions.                                                                                                                                         | A vibrant and active region with identifiable and distinct activity nodes in surrounding areas                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Accelerated delivery of critical infrastructure supporting growth, development, community and cultural interaction and investment attraction                                                                                                                                                                                                                                                                                                                                                                                                                                    | Recognition of G21 region as a leading learning and innovation region focussed the generation, development and extension of knowledge                                                                                                                                                                                                                                                                                                             | Outcome driven and solution focussed business investment location. Promotion of G21 as a major business investment destination, to drive the facilitation of new investment and job generation into the region.                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Outcomes</b>          | <ul style="list-style-type: none"><li>• Freight out of Geelong CBD</li><li>• Increased tourism visitation/expenditure</li><li>• Increased local job accessibility</li><li>• Improved travel efficiency/ time (to/ from and throughout the G21 region)</li></ul>                                                                                                                | <ul style="list-style-type: none"><li>• Reactivation of and investment in Geelong CBD and ancillary investment in Corio and Norlane</li><li>• Nationally and internationally recognised events, festivals and tourism activities</li><li>• Activated areas day and night (in each key regional settlement)</li><li>• Population growth (driven by high quality jobs and lifestyle amenity)</li><li>• Culturally aware and diverse population</li><li>• Tourism growth</li></ul>                                                                                      | <ul style="list-style-type: none"><li>• Planned and prioritised infrastructure development for a population of 500,000 (road, rail, port, airport, utilities and ICT)</li><li>• Identified trigger points to facilitate infrastructure development before constraints/saturation points are hit</li><li>• Enabled business investment and jobs</li><li>• Efficiency gains (travel, business, transaction)</li><li>• Integrated planning and integration with broader strategic planning initiatives</li><li>• Realisation of infrastructure development ahead of time</li></ul> | <ul style="list-style-type: none"><li>• Local adoption of local innovation and R&amp;D</li><li>• Increased education attainment</li><li>• High patent registration</li><li>• Global recognition as a region that facilitates commercialisation of innovation</li><li>• Established innovation funding processes (recognised as international best practice)</li></ul>                                                                             | <ul style="list-style-type: none"><li>• Increased investment (private and public)<ul style="list-style-type: none"><li>◦ External</li><li>◦ Local re-investment</li></ul></li><li>• Expansion of local businesses, employment and associated population</li><li>• Establishment and attraction of new businesses</li><li>• Attraction of key strategic businesses to the G21 region</li><li>• Creation of jobs:<ul style="list-style-type: none"><li>◦ Existing industries</li><li>◦ New industries</li></ul></li><li>• Increased domestic and international exposure</li></ul> |
| <b>Progress Measures</b> | <ul style="list-style-type: none"><li>• Freight and passenger travel time between key nodes (Melbourne, Bannockburn, Queenscliff, Anglesea, Geelong)</li><li>• Avalon PAX and freight (tones)</li><li>• Tourism visitation (particularly day trips) (Total and share of Victorian and Australian markets)</li><li>• Employment (place of residence by place of work)</li></ul> | <ul style="list-style-type: none"><li>• Population density</li><li>• Population growth</li><li>• Diversity index (ethnicity, age, education, industry/ occupation)</li><li>• Cultural event/ festival visitation</li><li>• Number of events/ festivals held</li><li>• Educational attainment</li><li>• Tourism visitation (by purpose of visit) (Total and share of Victorian and Australian markets)</li><li>• Proportion of new dwellings that are infill</li><li>• Capital investment (private/ public) in key population, tourism and cultural centres</li></ul> | <ul style="list-style-type: none"><li>• Plan completed</li><li>• Business case for each package of infrastructure, including demand projections, review points, triggers and critical thresholds</li><li>• and opportunity cost if not delivered in a timely fashion</li><li>• Funding sources identified</li><li>• External infrastructure funding (total realised and leveraged)</li><li>• Number of targeted infrastructure projects realised</li></ul>                                                                                                                      | <ul style="list-style-type: none"><li>• Patent registrations/ capita</li><li>• New business start-ups</li><li>• Annual release of innovation funding</li><li>• Education attainment:<ul style="list-style-type: none"><li>◦ High school completion</li><li>◦ Higher education</li><li>◦ Trade based skills</li></ul></li><li>• School containment rate</li><li>• Average income</li><li>• Gross value added per employee and per capita</li></ul> | <ul style="list-style-type: none"><li>• Jobs generated</li><li>• Population growth</li><li>• New investment:<ul style="list-style-type: none"><li>◦ Local</li><li>◦ External</li></ul></li><li>• Ratio of private/public sector capital investment</li><li>• Office vacancy</li><li>• Number of major trade shows/conferences hosted</li><li>• Number of strategic businesses/activities moving to the G21 region</li></ul>                                                                                                                                                     |

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| Strategic Focus Area                              | Integrated Transport                                                                                                                                                                                                                                                                                                                                                         | Finance & Systems                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Coordinated Critical Infrastructure Delivery                                                                                                                                                                                                                                                                                                                                                                                                                           | Learning & Innovation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Investment Ready                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Initial Game Changer Initiative</b>            | <ul style="list-style-type: none"><li>Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac-Otway Connections</li></ul>                                                                                                                                                                                                                    | <ul style="list-style-type: none"><li>Geelong City Centre Reactivation</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"><li>Coordinated Critical Infrastructure Plan</li></ul>                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"><li>Globally significant innovation and research centre</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>Open for business</li></ul>                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Other Key Initiatives</b>                      | <ul style="list-style-type: none"><li>Regional Rail Express</li><li>National freight and logistics hub</li><li>Transit link to Torquay</li><li>Development of additional freight connections</li><li>Development of Avalon (freight and international airport)</li></ul>                                                                                                     | <ul style="list-style-type: none"><li>Geelong Convention &amp; Exhibition Centre</li><li>Land assembly in key development corridors</li><li>Cruise Ship Facility</li><li>Geelong Centre for Emerging Infectious Diseases</li><li>Transferable Development Rights (Heritage or environmental transfers)</li><li>Attraction of a second University</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Once completed, the Coordinated Critical Infrastructure Plan will prioritise the key initiatives to be pursued under this game changer, these may include:</p> <ul style="list-style-type: none"><li>National freight and logistics hub plan for northern Geelong;</li><li>NBN rollout and digital economy plan;</li><li>Reticulated infrastructure planning for the currently planned and long term growth of the region</li><li>Transit link to Torquay</li></ul> | <ul style="list-style-type: none"><li>Consolidation of Deakin waterfront campus (including links to Geelong CBD)</li><li>Regional innovation committee (Gordon TAFE, Deakin University, Health and sports science, Local Business and Industry, local champions of core areas of interest)</li><li>Attraction of a second University</li><li>Extension of learning pathways</li><li>Business mentoring program</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"><li>Business development initiatives</li><li>Marketing and public relations</li><li>Business expansion and retention programs</li><li>Major trade shows/conferences to promote investment</li></ul>                                                                                                                                                                                                               |
| <b>Priority Actions to Activate Game Changers</b> | <ul style="list-style-type: none"><li>Planning and delivery of high speed link to join with ring road as constructed.</li><li>Lobbying Government for the funding commitment for duplication of Princess Highway to Colac.</li><li>Planning for the east-west arterial link through Armstrong Creek and further river-crossing to service the Bellarine Peninsula.</li></ul> | <ul style="list-style-type: none"><li>Support Deakin's commitment to growing the waterfront campus to 10,000 students as a priority and facilitate accommodation options for students accordingly.</li><li>Facilitate the development of the Train Shed Way proposal for State Government and Barwon Water offices to the highest practicable environmental standards.</li><li>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.</li><li>Identify and prioritise land assembly needs for Geelong CBD.</li><li>Investigate infrastructure developments to remove significant volumes and heavy freight from the CBD of Geelong.</li><li>Investigate and implement investment incentives for Geelong CBD development.</li></ul> | <ul style="list-style-type: none"><li>Consolidate support and required data from key agencies</li><li>Develop a business case to support the initiative</li><li>Lobby and secure funding for the study</li><li>Investigate alternative infrastructure financing arrangements</li></ul>                                                                                                                                                                                 | <ul style="list-style-type: none"><li>Target a series of globally significant facilities:<ul style="list-style-type: none"><li>Geelong Centre for Emerging Infectious diseases (GCEID): this project is well advanced and the region should continue to lobby for its establishment given the unique combination of assets in the region;</li><li>Centre for Advanced Design and Engineering Training (CADET): an initiative where 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</li></ul></li><li>Lobbying to establish a Geelong Innovation and Industry Fund (GIIF) and network to facilitate venture capital and entrepreneurial funding. An essential element in establishing</li></ul> | <ul style="list-style-type: none"><li>Undertake training for all relevant staff across all municipalities and agencies in investment focused planning/facilitation</li><li>Develop targeted investment attraction program (separate web, information and collateral)</li><li>Implement business and investment attraction program</li><li>Investigate opportunities for a regional market – The G21 Region is Open for Business campaign.</li></ul> |



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| Strategic<br>Focus Area | Integrated Transport | Vibrant & Active | Coordinated critical<br>infrastructure delivery | Learning & Innovation                                                                                                                                       | Investment Ready |
|-------------------------|----------------------|------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
|                         |                      |                  |                                                 | the centre for research and innovation<br>will be a funding partner, without<br>funding the research centre will not<br>proceed. This should be a priority. |                  |

Source: AECgroup



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## Governance & Delivery

The most appropriate governance and delivery structure for the facilitation of the G21 Economic Development Strategy and implementation of the Game Changer initiatives was identified to comprise a sub-committee of the G21 Regional Alliance. This sub-committee would report directly to the G21 Regional Alliance Chairman.

Funding will come from the existing economic development budgets of the Local Governments, which will be augmented by state and Commonwealth funds were available. It is not anticipated any additional funding will be made available from Local Government or G21 Regional Alliance coffers for this initiative.

The primary role of this sub-committee is to direct monthly priorities and action planning and inform the G21 Regional Alliance Board. The key roles within of the sub-committee will include:

- Chair: Chair meetings and take responsibility for reporting to G21 Regional Alliance
- Secretary: Minute meetings and circulate actions and responsibilities post meeting

It is recommended a position of an *Implementation Coordinator*, be created to support the operation and coordination of the sub-committee. The key role of the Implementation Coordinator would be to follow-up and organise the implementation of actions, ensure key stakeholders know and understand their requirements and document and submit monthly progress report. The Implementation Coordinator's performance criteria would be to ensure the actions required to implement the game changers occur as planned.

***The Implementation Coordinator is not responsible for delivering the game changers, but for implementation the process and tasks required to achieve the game changers as identified by the G21 Economic Development Sub-Committee.***

The Implementation Coordinator is an important role as they would be tasked with coordinating and ensuring actions and responsibilities are followed up. It is recommended this is a dedicated responsibility/ position, with few or no competing responsibilities to ensure priorities and day-to-day requirements are made clear. The key is for a single individual to be responsible for implementing the actions identified by the Economic Development Sub-Committee. Where sufficient resources are not available to create a dedicated position across all game changers, an Implementation Coordinator for each Game Changer could be utilised.



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## 1. Introduction

### 1.1 Background

The G21 region<sup>2</sup> is geographically, economically and culturally diverse. 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, diversifying into higher technology manufacturing, healthcare and education as well as expanding its cultural offering.

The successful diversification, growth and stabilisation of the economy have been made possible through a committed and collaborative approach between key stakeholders. While there remain some pockets of disadvantage and underutilised labour, there are many development opportunities and the proximity and rapid expansion of Melbourne's western fringe presents unique opportunities for the growth and prosperity of the G21 region.

The time is right for the G21 region to embrace and encourage growth. Leveraging the existing collaborative spirit to focus on strategic development initiatives will significantly improve the G21 regions socio-economic and cultural outcomes.

### 1.2 Project Objectives

The G21 Region Economic Development Strategy provides clarity around the key initiatives that are most critical in driving beneficial socio-economic growth for the region. These initiatives must be supported by broader strategic objectives.

Specifically, the objective of G21 Region Economic Development Strategy is to:

- Identify strategic objectives;
- 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 **focus on outcomes not readily delivered by government or business/ industry working independently, but those which can be delivered with coordination of effort and intervention**. This approach is designed to leverage the collaborative and positive environment of the G21 region.

<sup>2</sup> The G21 region includes The City of Greater Geelong, Surf Coast Shire, Colac-Otway Shire, Golden Plains Shire and the Borough of Queenscliff



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1.3 Project Process

The following figure outlines the project approach adopted for the delivery of this project.

Figure 1.1. Project Approach & Process

| Stage     | Stage I<br>Background Paper                                                                 | Stage II<br>Consultation                                                                                                                                      | Stage III<br>Economic Development<br>Strategy                                                                        |
|-----------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Processes | Data collation<br>Research<br>Consultation                                                  | Meetings & workshops with local<br>government, business, industry,<br>broader community, and key local<br>organizations and institutions<br>Community comment | Identification of opportunities<br>Identification of Game Changers<br>Implementation Plan<br>Additional consultation |
| Outcomes  | Detailed understanding of the<br>baseline environment and competitive<br>edge of the region | Extensive input and feedback from all<br>sectors of the local community on the<br>opportunities and draft strategy                                            | Economic Development Strategy<br>Priority focus areas<br>Strategy 'Toolbox'<br>Governance Recommendations            |

Source: AECgroup



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## 2. Current Regional Context

This chapter provides an overview of the key socio-economic data for the G21 region as well as an overview of the key factors and competitive advantages/ limitations influencing the future development of the region. Additional detail is available from the *Regional Economic Profile – G21* and the *Regional Economic Profile – G21, Regional Economic Growth Project* publications by the Victorian Government as well as the Background Paper prepared by AECgroup.

### 2.1 Socio-Economic Overview

The people of the G21 region are, and will continue to be, a key contributor to the region's growth and development. The current and future socio-demographic and economic characteristics of the G21 region must be understood to realise the regions full development potential. Continuing growth in the G21 region means its **socio-demographic and economic makeup will continue to change** in coming years, **representing many opportunities and challenges**.

- Population:
  - Population of 294,529 (2011), equating to about **7% of the population of Melbourne SD** (4,142,514), with **strong population growth forecast to 2031** (1.6% p.a.), above the Melbourne SD (1.4% p.a.)
  - An **older and more rapidly ageing population** (baby-boomer generation) than Melbourne SD will result in a **higher and faster growing dependency ratio<sup>3</sup> in future** (54.7% in 2011 to 66.5% in 2006, vs. 45.5% and 53.2% in Melbourne SD).
- Education and Qualifications:
  - G21 **generally has a lower level of formal education** than Melbourne SD (about half the postgraduate rate and almost 40% greater rate of leaving secondary school in Year 10 or below) **but stronger trade-skill base** (greater diploma/certificate rate), reflecting the region's **strong manufacturing heritage**.
  - Utilising and building on existing skills with further qualifications can help to develop **high value-add employment**.
- Employment:
  - Estimated **labour force of 140,190, equating to 6.6% of Melbourne SD**.
  - **Higher unemployment than Melbourne SD** (5.9% vs. 4.8% in June quarter 2011), particularly in certain areas, highlights the region's underutilised capacity/potential (for example, Corio and Norlane).
  - **Key economic and employment sectors** are represented by **health care, manufacturing, construction and professional services**.
  - The **shift towards a service oriented economy** is expected to continue across the region.
- Gross Regional Product (GRP)/ Household Incomes:
  - **GRP of \$12,472.4 million (2009-10), equating to 5.6% of Melbourne SD** (\$221,131.9 million) implies lower GRP/ capita than Melbourne SD.
  - **Larger manufacturing sector** (19% vs. 13% of GRP) **than Melbourne SD**.
  - Similar value added per employee (\$120,000 vs. \$130,000)
  - **Average weekly incomes below Melbourne SD** (\$1,272 vs. \$1,497 for family households and \$628 vs. \$812 for non-family households)

<sup>3</sup> Dependency ratio is the ratio of young children (0-14 years) and post-retirement age adults (65+ years) to working age residents.



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- Other:
  - Affordable residential land and housing.
  - Strong base of cultural and recreational activity.
  - Desirability for families.
  - Strong sense of community.

## 2.2 Infrastructure Overview

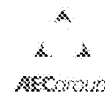
Infrastructure provides the pathways for goods, services, information and people to move into and through a region, it is critical to the appropriate development of the G21 region. More than simply roads and railways, critical local infrastructure and development enablers should be recognised as including cultural facilities and spaces for community interaction.

Table 2:1. Key Regional Infrastructure

| Infrastructure Type                             | Name                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transport                                       | Avalon Airport      | <ul style="list-style-type: none"> <li>Domestic and general aviation as well as maintenance</li> <li>Expansion opportunities</li> <li>General regional under provision of light aircraft facilities, potential for growth</li> <li>Close proximity to Shell refinery</li> </ul>                                                                                                                                                                                                                                                                 |
|                                                 | Geelong Port        | <ul style="list-style-type: none"> <li>Relative busy with future potential (e.g. container growth)</li> <li>Modern facilities</li> <li>Gaps in port and road infrastructure</li> <li>Shallow channel of Corio Bay needs to be addressed to enable growth</li> </ul>                                                                                                                                                                                                                                                                             |
|                                                 | Rail                | <ul style="list-style-type: none"> <li>Broad gauge rail services through the west of the region and Geelong</li> <li>Preliminary studies are currently undertaken to potentially restore regular passenger services from Ballarat to Geelong, as well as establishing a potential rail connection into Avalon Airport via the Melbourne to Geelong rail corridor</li> <li>Future opportunities in Colac, Geelong and Golden Plains</li> </ul>                                                                                                   |
|                                                 | Road                | <ul style="list-style-type: none"> <li>Princess Freeway and Princess Highway provide connection to Melbourne and beyond.</li> <li>The Princess Freeway is one of the busiest traffic count points in Regional Victoria for both cars and commercial vehicles.</li> <li>Major planning completed for key road additions (e.g. Ring Road network to service southern and Bellarine Peninsula, duplicated Princes Hwy to Colac, rural road network, east-west traffic through Geelong)</li> <li>Currently takes haulage through the CBD</li> </ul> |
|                                                 | Passenger           | <ul style="list-style-type: none"> <li>Strong transport and infrastructure with appropriate capacity for short to medium term (e.g. Geelong's Ring Road)</li> <li>Planned expansions should ease pressure on Geelong-Melbourne rail link</li> <li>Strong growth in bus patronage</li> <li>Difficult/ insufficient intra and cross regional links</li> </ul>                                                                                                                                                                                     |
| Utilities                                       | Water               | <ul style="list-style-type: none"> <li>Region is well serviced in terms of water and sewerage</li> <li>Recent investments in pipeline (Melbourne to Geelong), water treatment (Northern Water Plant) infrastructure</li> <li>Continued growth of region will likely put pressure on services /infrastructure, including security of supply for intensive animal husbandry and other industries in the rural hinterland</li> </ul>                                                                                                               |
|                                                 | Gas and Electricity | <ul style="list-style-type: none"> <li>Region is well serviced</li> <li>Challenges in future to provide for growth</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                 | ICT                 | <ul style="list-style-type: none"> <li>Limited optic fibre connections and ICT in general</li> <li>NBN will enhance the region substantially (commence roll out in late 2013) and provide beneficial infrastructure supporting economic development</li> <li>Mobile connectivity on train from Melbourne insufficient</li> <li>Many new developments planning to be fibre optic enabled</li> </ul>                                                                                                                                              |
| Social, Health, Education, Tourism & Recreation | Health              | <ul style="list-style-type: none"> <li>Broad variety of health assets and infrastructure (i.e. hospital, community health services, specialist services, aged care).</li> <li>Strong connections and linkages between health services and educational institutions (i.e. Deakin University)</li> </ul>                                                                                                                                                                                                                                          |



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| Infrastructure Type                                                | Name                                | Description                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Social, Health, Education, Tourism &amp; Recreation (cont.)</b> | Education, Research and Development | <ul style="list-style-type: none"> <li>• Presence of high profile education and research institutions</li> <li>• Key assets: Gordon TAFE, Deakin University, CSIRO Australian Animal Health Laboratory and CSIRO Materials Science and Engineering, Geelong Grammar</li> </ul>                                                                                                                         |
|                                                                    | Community and Cultural Facilities   | <ul style="list-style-type: none"> <li>• Growth of art-related industries evidenced by progressive employment growth</li> <li>• Geelong Performing Arts Centre and rest of Geelong Cultural Precinct represent key regional infrastructure for the arts and entertainment scene</li> </ul>                                                                                                             |
|                                                                    | Sporting                            | <ul style="list-style-type: none"> <li>• Major assets service the region well (e.g. Skilled Stadium)</li> <li>• Gaps identified around boating, recreational fishing, non-traditional sports</li> </ul>                                                                                                                                                                                                |
|                                                                    | Tourism                             | <ul style="list-style-type: none"> <li>• Tourism is well developed and an important contributor to the economy of some regions in particular (i.e. Surf Coast).</li> <li>• Limited facilities to cater for some niche markets (e.g. higher end hotels, conventions)</li> <li>• Significant potential to grow the tourism sector and broaden its spectrum to new markets/tourism experiences</li> </ul> |

Source: AECgroup

## 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 are outlined in the following table.

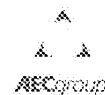
Table 2.2: External Influencing Factors

| Description                                     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Climate change and security of supply           | <ul style="list-style-type: none"> <li>• Coastal regions threatened by rising sea levels</li> <li>• Agriculture threatened by impacts to weather, water availability, temperature changes</li> <li>• Exposed to potential impacts of peak oil (being a regional area)</li> <li>• Power and water access/affordability to be an issue in the future</li> </ul>                                                                                                                                                                                                                                           |
| Carbon pricing                                  | <ul style="list-style-type: none"> <li>• Exposure of power generation and smelter operations</li> <li>• Impact of carbon price in future trading and industry cost structures</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                |
| Shift to knowledge based advanced manufacturing | <ul style="list-style-type: none"> <li>• Result of decline of Australian traditional manufacturing especially affecting G21</li> <li>• Higher technology and niche products are sustaining this industry</li> <li>• Significant industry to the region</li> <li>• Presents an opportunity for innovation and future jobs growth in high-tech specialisations</li> </ul>                                                                                                                                                                                                                                 |
| High exchange rate & global trade               | <ul style="list-style-type: none"> <li>• Negative manufacturing, tourism and agriculture impacts</li> <li>• Positive impacts for businesses who import from other countries</li> <li>• Changing nature and rates of growth of traditional and newer trading partners</li> <li>• Strong growth and relative resilience of China and emerging Asian nations may support demand for local produce in the future</li> </ul>                                                                                                                                                                                 |
| Skills shortage                                 | <ul style="list-style-type: none"> <li>• National issue, especially for technicians and trades persons</li> <li>• Thus, particularly relevant to G21</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Changing consumer preferences                   | <ul style="list-style-type: none"> <li>• Increased demand for organic, waste neutral, healthy food</li> <li>• Awareness of food miles has increased demand for 'local' food</li> <li>• Higher demand for services (e.g. health, aged care, recreation and allied services)</li> </ul>                                                                                                                                                                                                                                                                                                                   |
| Global population growth and food security      | <ul style="list-style-type: none"> <li>• Global population growth can provide growing support for local products.</li> <li>• Increased global connectivity (through internet, increased global trade and increased opportunity for travel) may expand the potential markets for local businesses - of all sizes</li> <li>• Food security will become a greater focus as the global population continues to increase.</li> <li>• Food and beverage manufacturing is likely to be supported by increased demand for food, which can be easily exported</li> </ul>                                         |
| Internet Connectivity                           | <ul style="list-style-type: none"> <li>• The NBN is currently being delivered across Australia. The NBN will begin to be rolled out in the Geelong area from September 2013.</li> <li>• The NBN will facilitate a broad range of local economic activities in the region, including enabling teleworking (reducing congestion), and encouraging business attraction and retention outside of the major cities.</li> <li>• Population may also become more dispersed over the longer term as the perceived or real gap between connectivity in major cities and support centres is minimised.</li> </ul> |

Source: AECgroup



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## 2.4 Competitive Edge

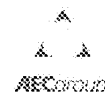
The following have been identified as representing the key sustainable competitive advantages for the G21 region at this point. These competitive advantages are also expected to be sustainable as the region moves forward.

Table 2:3. G21 Region's Competitive Edge

| Competitive Advantage                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proximity to metropolitan Melbourne      | <ul style="list-style-type: none"> <li>Immediate access to markets of Geelong (e.g. households, business, service, cultural, student tourist)</li> <li>Potential to leverage workforce</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Connectedness and collaborative attitude | <ul style="list-style-type: none"> <li>G21 Regional Alliance is one of most advanced regional development organisations in Australia</li> <li>United and collaborative front for structural planning and delivery of strategic projects</li> <li>Coordinated and collaborative across key initiatives</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Manufacturing sector                     | <ul style="list-style-type: none"> <li>High representation and historical trade/ manufacturing skill base within the Greater Geelong workforce</li> <li>Significant direct and flow-on benefits from this sector</li> <li>Has recently made the transition from process to advanced/ knowledge based manufacturing</li> <li>Nationally and internationally recognized brands based in Geelong</li> <li>Available land and facilities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    |
| Health sector                            | <ul style="list-style-type: none"> <li>Barwon Health is 11<sup>th</sup> largest health network in Australia</li> <li>Deakin Medical School and Research Centre, with growth in optometry</li> <li>Significant private health operations in Greater Geelong</li> <li>Very strong practitioner presence in Greater Geelong</li> <li>There are still gaps in health service across the broader region</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Arts and culture                         | <ul style="list-style-type: none"> <li>Geelong Performing Arts Centre</li> <li>Geelong Cultural Precinct</li> <li>Existing skills base and networks</li> <li>Strong local patronage</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Infrastructure                           | <ul style="list-style-type: none"> <li>Region well serviced, with only some key gaps (i.e. intra-regional rail connectivity, ICT and NBN)</li> <li>Existing and coordinated planning initiatives to maintain this competitiveness</li> <li>Strong capacity to accommodate population, employment and tourism growth</li> <li>Development potential and inter-modal freight opportunities with the confluence of Avalon airport, the Port and road and rail infrastructure</li> </ul>                                                                                                                                                                                                                                                                                                                                               |
| Education and research                   | <ul style="list-style-type: none"> <li>Significant education capacity (e.g. primary, secondary, trade and vocational and tertiary level)</li> <li>Respected and high profile education facilities (Geelong Grammar, Gordon TAFE, Deakin University (two campuses))</li> <li>Existing CSIRO facilities: CSIRO Australian Animal Health Laboratory and CSIRO Materials Science and Engineering</li> <li>The proposed CSIRO Geelong Centre for Emerging Infectious Diseases would provide a further competitive edge to the region in terms of advanced research and education facilities</li> <li>Advantages are not enjoyed in all areas, highlighting need to leverage this throughout the broader region</li> <li>Opportunity to extend existing innovation, research and development capacity to local private sector</li> </ul> |
| Population size and concentration        | <ul style="list-style-type: none"> <li>The City of Greater Geelong is the second largest city in Victoria and is forecast to continue growing</li> <li>A higher population concentration within an urban area enables the provision of a wider and higher level of services, infrastructure and employment opportunities that may not be possible otherwise (i.e. higher level health and allied services, legal, accounting and finance services)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      |
| Lifestyle/ tourism                       | <ul style="list-style-type: none"> <li>Regional tourism assets (e.g. Great Ocean Road, Otway's and Bells and surrounding beaches, Geelong Cats, Bellarine Peninsula)</li> <li>Region attracts numerous domestic and international tourists</li> <li>Key existing tourism themes include beach/nature, eco-tourism, food and wine</li> <li>Well served by Geelong-Otway Tourism Organisation</li> <li>Opportunity to expand the reach of tourism to other parts/markets within the region.</li> <li>Strong potential to package and expand lifestyle and tourism offering</li> <li>Experiential infrastructure links such as the Great Ocean Road and the Queenscliff – Sorrento ferry service</li> </ul>                                                                                                                           |



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| Competitive Advantage   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environmental assets    | <ul style="list-style-type: none"> <li>Unique and well known environmental assets: Bass Strait/ Great Ocean Road coastline, marine national parks, Otway forests, national parks and internationally significant wet lands</li> <li>Potential to further capitalise on such assets by broadening eco-tourism opportunities raising the profile of environmental assets, while ensuring its preservation</li> </ul>                                                                                                                                                              |
| Agricultural production | <ul style="list-style-type: none"> <li>Rural areas in the central and western parts of the region have highly fertile land, and enjoy good rainfall.</li> <li>With large tracts of available land, opportunity to expand production/diversify production, while enjoying relatively proximity and good connectivity to key metropolitan markets (i.e. Ballarat, Geelong and the Melbourne area).</li> </ul>                                                                                                                                                                     |
| Available land          | <ul style="list-style-type: none"> <li>Underutilised (and thus, great potential) agricultural land in some areas. Attitudes that support intensive agricultural enterprise in some areas</li> <li>Potential agricultural land would be well supported by existing production and businesses</li> <li>Significant potential industrial land availability in north near existing infrastructure (e.g. Geelong and other G21 regional centres)</li> <li>Multiple lot ownership presents barriers to re-development and intensification of employment and activity nodes</li> </ul> |

Source: AECgroup

## 2.5 Key Sub-Regional Characteristics

G21 region is a diverse and varied region. There are five municipalities with distinctly different characteristics and, as a result, opportunities capabilities for future development. The key characteristics of each municipality are outlined in the following table.

Table 2:4. Key Sub-Regional Characteristics

| Local Government Area   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 | <p>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.</p> <p>Enterprise Geelong: Established recently, Enterprise Geelong will encompass the City of Greater Geelong's existing Economic Development Unit. Enterprise Geelong is to promote investment opportunities, attract new enterprises, secure State and Federal Government funding for major projects and build on existing partnerships to promote the region. An Advisory Board is to provide strategic advice to help identify suitable employment, business and investment opportunities</p> |
| 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

Source: AECgroup



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### 3. The Desired Future

#### 3.1 G21 Regional Vision

The G21 region is geographically, economically and culturally diverse. The Geelong Region Plan (2007), released by the G21 Regional Alliance, contains the following vision statement and direction regarding economic development.

***"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."***

There are five core directions within the G21 Regional Plan, Direction 4, 'Refocus our economy' states that by 2050,

*"...the G21 Region will be a globally significant competitor in industry sectors of high comparative advantage, generating and attracting skilled workers and investment within a sustainable business environment"*

#### 3.2 Desired Regional Outcomes

##### **G21 Regional Plan – Direction 4: Refocus our Economy**

The four key policies of strategic 'Direction 4: Refocus our economy'<sup>4</sup> respond to the vision and a range of challenges identified in the G21 Regional Plan. These four policies should be considered and incorporated into any economic development strategy for the G21 Region and include:

- 4.1: Respond to global competition*
- 4.2: Improve industry efficiency, innovation and commercialisation*
- 4.3: Reduce skills gaps and shortages*
- 4.4: Improve the operating environment for business*

Behind these four policies are a range of regional objectives highlighting the need for collaboration, planning, information sharing, skills transfer, enabling infrastructure, investment, research and development, innovation, entrepreneurship, leadership, commercialisation, efficiency and productivity, value adding, education and skills development, culture and attitudinal change, and sustainable economic development in the G21 region.

To clearly identify what this vision and direction 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 scenarios were presented to assist stakeholders in framing the potential future G21 region. These were '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 likely able to be delivered by local government under their current economic development and governance regimes. 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 and socio-demographic structure.

<sup>4</sup> The other strategic directions of the G21 Regional Plan include direction 1: Protect and enhance our environment, Direction 2: Create sustainable settlements, Direction 3: Strengthen our communities and Direction 5: make it happen



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Overwhelmingly the regional outcomes associated with 'The Game Changer'<sup>5</sup> scenario were the most strongly desired.

Outcomes associated with the 'Game Changer' scenario are described in the table below.

Table 3:1 Targeted Future Outcomes for the G21 Region

| Outcome                      | Outcome Or Strategy Delivery                                                                                                                                                             |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Future Population</b>     | 500k+ people                                                                                                                                                                             |
| <b>Labour Force Capacity</b> | 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 |
| <b>Economic Diversity</b>    | A diverse economy with a focus on industry with strong flow on effects                                                                                                                   |
| <b>Cultural Activity</b>     | A highly sought after region of choice, attracting attendance from outside the region                                                                                                    |
| <b>Innovation</b>            | Global centre of innovation, commercialisation and education                                                                                                                             |
| <b>Infrastructure</b>        | Key strategic infrastructure is planned for and delivered ahead of time                                                                                                                  |
| <b>Governance</b>            | Leading with shared strategic vision                                                                                                                                                     |
| <b>Regional Perception</b>   | Identified and recognised as a region of choice                                                                                                                                          |
| <b>Role and Function</b>     | Provide high-level service centre alternative to Melbourne Central Activity Centre for Victoria                                                                                          |

Source: AECgroup

### 3.3 Strategic Focus Areas

The regional objectives identified in the G21 Regional Plan (paraphrased above) and the desired regional outcomes identified in section 3.2 were examined and discussed in detail with a range of regional stakeholders to identify and distil the key focus areas for the G21 Economic Development Strategy. The strategic focus areas, and their rationale, identified include:

- Strategic Focus Area 1: Strategic and Integrated Transport Infrastructure
- Strategic Focus Area 2: Vibrant and Active Region
- Strategic Focus Area 3: Coordinated Delivery of Critical Growth Infrastructure
- Strategic Focus Area 4: Learning and Innovation
- Strategic Focus Area 5: Investment Ready

Each strategic focus area has a strategic goal, targeted outcomes to be realised, and a range of progress measures to track and assess progress over time. These are outlined in the sections below.

A range of development initiatives were also identified to support each strategic focus area. These form a selection of key development initiatives and opportunities currently identified. A broad range of new and different development initiatives are expected to be identified on a regular basis. New opportunities should be appropriately embraced and pursued within a coordinated and structured implementation framework. New opportunities should be assessed and incorporated at detailed strategy review and refocus periods (See Section 5.7) to ensure intelligence and information is gathered and stored over time.

***The success of the G21 Region Economic Development Strategy will be measured by its progress toward, and realisation of, the strategic focus areas and their targeted outcomes.***

<sup>5</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, grow in line with broader trends or to leverage the many obvious strengths of the region.



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### 3.3.1 SFA 1: Strategic and Integrated Transport Infrastructure

**Rationale:** Strong communities, sustainable settlements and prosperous business and industry all rely on the transport of goods and people within the local area and to and from surrounding areas. Without good transport infrastructure, inefficiencies and isolation will prevail, drawing people and activity from the region to places where it is easier to move.

| Description                        | Detail                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Goal</b>              | Strategic (inter- and intra-regional) transport infrastructure linking the G21 region, enabling swift and efficient movement of freight and passengers and encouraging the interaction of all regions within G21 with other surrounding regions                                                                                                                                                   |
| <b>Targeted Outcomes</b>           | <ul style="list-style-type: none"> <li>Freight out of Geelong CBD</li> <li>Increased tourism visitation/ expenditure</li> <li>Increased local job accessibility</li> <li>Improved travel efficiency/ time (to/ from and throughout the G21 region)</li> </ul>                                                                                                                                     |
| <b>Progress Measures</b>           | <ul style="list-style-type: none"> <li>Freight and passenger travel time between key nodes (Melbourne, Bannockburn, Queenscliff, Anglesea, Geelong)</li> <li>Avalon PAX and freight (tonnes)</li> <li>Tourism visitation (particularly day trips) (Total and share of Victorian and Australian markets)</li> <li>Employment (place of residence by place of work)</li> </ul>                      |
| <b>Key Development Initiatives</b> | <ul style="list-style-type: none"> <li>Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac-Otway Connections</li> <li>Regional Rail Express</li> <li>National freight and logistics hub</li> <li>Transit link to Torquay</li> <li>Development of additional freight connections</li> <li>Development of Avalon (freight and international airport)</li> </ul> |

Source: AECgroup

### 3.3.2 SFA 2: A Vibrant and Active Region

**Rationale:** Active regions attract educated, skilled and interesting people with innovation and diversity of opinion, attitude and experience. Cultural activity is an important barometer of a region's vibrancy, along with the diversity of its local population. New ways of thinking are critical to reform and restructure industry, behaviour and perception and responding to future challenges.

| Description              | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Goal</b>    | A vibrant and active region with identifiable and distinct activity nodes in surrounding areas                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Outcomes</b>          | <ul style="list-style-type: none"> <li>Reactivation of and investment in Geelong CBD and ancillary investment in Corio and Norlane</li> <li>Nationally and internationally recognised events, festivals and tourism activities</li> <li>Activated areas day and night (in each key regional settlement)</li> <li>Population growth (driven by high quality jobs and lifestyle amenity)</li> <li>Culturally aware and diverse population</li> <li>Tourism growth</li> </ul>                                                                                               |
| <b>Progress Measures</b> | <ul style="list-style-type: none"> <li>Population density</li> <li>Population growth</li> <li>Diversity index (ethnicity, age, education, industry/ occupation)</li> <li>Cultural event/ festival visitation</li> <li>Number of events/ festivals held</li> <li>Educational attainment</li> <li>Tourism visitation (by purpose of visit) (Total and share of Victorian and Australian markets)</li> <li>Proportion of new dwellings that are infill</li> <li>Capital investment (private/ public) in each of the key population, tourism and cultural centres</li> </ul> |



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| Description                        | Detail                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Key Development Initiatives</b> | <ul style="list-style-type: none"> <li>Geelong City Centre Reactivation</li> <li>Geelong Convention &amp; Exhibition Centre</li> <li>Land assembly in key development corridors</li> <li>Cruise Ship Facility</li> <li>Geelong Centre for Emerging Infectious Diseases</li> <li>Transferrable Development Rights (Heritage or environmental transfers)</li> <li>Attraction of a second University</li> </ul> |

Source: AECgroup

### 3.3.3 SFA 3: Coordinated Delivery of Critical Growth Infrastructure

**Rationale:** The G21 region is large and growing (i.e. population, employment and economy). Without coordination of critical infrastructure to support growth, population expansion and business investment (external and local) will underperform and not realise the region's potential. Beyond the basic utilities, critical regional infrastructure includes ICT, health and education services and cultural and artistic assets/networks. In the absence of coordinated planning, ad hoc development, however well intended, will deliver a sub-optimal result and leave the G21 Region uncompetitive in the global market.

| Description                        | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Goal</b>              | Accelerated delivery of critical infrastructure supporting growth, development, community and cultural interaction and investment attraction                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Outcomes</b>                    | <ul style="list-style-type: none"> <li>Planned and prioritised infrastructure development for a population of 500,000 (road, rail, port, airport, utilities and ICT)</li> <li>Identified trigger points to facilitate infrastructure development before constraints/saturation points are hit</li> <li>Enabled business investment and jobs</li> <li>Efficiency gains (travel, business, transaction)</li> <li>Integrated planning and integration with broader strategic planning initiatives</li> <li>Realisation of infrastructure development ahead of time</li> </ul> |
| <b>Progress Measures</b>           | <ul style="list-style-type: none"> <li>Plan completed</li> <li>Business case for each package of infrastructure, including demand projections, review points, triggers and critical thresholds and opportunity cost if not delivered in a timely fashion</li> <li>Funding sources identified</li> <li>External infrastructure funding (total realised and leveraged)</li> <li>Number of targeted infrastructure projects realised</li> </ul>                                                                                                                               |
| <b>Key Development Initiatives</b> | <p>This game changer requires the development of a 'Coordinated Critical Infrastructure Plan'. Once completed, the Coordinated Critical Infrastructure Plan will prioritise the key initiatives to be pursued under this game changer, these may include:</p> <ul style="list-style-type: none"> <li>National freight and logistics hub plan for northern Geelong;</li> <li>NBN rollout and digital economy plan;</li> <li>Reticulated infrastructure planning for the currently planned and long term growth of the region</li> <li>Transit link to Torquay</li> </ul>    |

Source: AECgroup

### 3.3.4 SFA 4: Learning and Innovation

**Rationale:** Education, learning and innovation is critical for the development of sustainable and prosperous societies, settlements and economies. Clear education pathways and a diversity of options for education and skills/ capacity development are key to unlocking the regions potential. Development and commercialisation of innovation will contribute to the local economy being competitive and attracting investment in a changing global market. Leading research into issues that affect the local region as well as broader Australian and world-wide needs has the potential to set the G21 Region apart.



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| Description                        | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Goal</b>              | Recognition of G21 region as a leading learning and innovation region focussed the generation, development and extension of knowledge                                                                                                                                                                                                                                                                                                                                                       |
| <b>Outcomes</b>                    | <ul style="list-style-type: none"> <li>Local adoption of local innovation and R&amp;D</li> <li>Increased education attainment</li> <li>High patent registration</li> <li>Global recognition as a region that facilitates commercialisation of innovation</li> <li>Established innovation funding processes (recognised as international best practice)</li> </ul>                                                                                                                           |
| <b>Progress Measures</b>           | <ul style="list-style-type: none"> <li>Patent registrations/ capita</li> <li>Business start-ups</li> <li>Annual release of innovation funding</li> <li>Education attainment: <ul style="list-style-type: none"> <li>High school completion</li> <li>Higher education</li> <li>Trade based skills</li> </ul> </li> <li>Average income</li> <li>Gross value added per employee and per capita</li> </ul>                                                                                      |
| <b>Key Development Initiatives</b> | <ul style="list-style-type: none"> <li>Globally significant innovation and research centre</li> <li>Consolidation of Deakin waterfront campus (including links to Geelong CBD)</li> <li>Regional innovation committee (Gordon TAFE, Deakin University, Health and sports science, Local Business and Industry, local champions of core areas of interest)</li> <li>Attraction of a second University</li> <li>Extension of learning pathways</li> <li>Business mentoring program</li> </ul> |

Source: AECgroup

### 3.3.5 SFA 5: Investment Ready

**Rationale:** Areas of G21 need reinvigoration and investment. Business investment follows infrastructure investment, which in turn supports jobs and population growth. Growing regions have strong job opportunities, which can lead to greater education and training. Preparing the G21 Region for investment (public and private) is key to generating an accelerated development path and realise the regions potential sooner.

| Description                        | Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Goal</b>              | Outcome driven and solution focussed business and investment location. Promotion of G21 as a major business investment destination, to drive the facilitation of new investment and job generation into the region.                                                                                                                                                                                                                                                                                                                                                          |
| <b>Outcomes</b>                    | <ul style="list-style-type: none"> <li>Increased investment (private and public) <ul style="list-style-type: none"> <li>External</li> <li>Local re-investment</li> </ul> </li> <li>Expansion of local businesses, employment and associated population</li> <li>Establishment and attraction of new businesses</li> <li>Attraction of key strategic businesses to the G21 region</li> <li>Creation of jobs: <ul style="list-style-type: none"> <li>Existing industries</li> <li>New industries</li> </ul> </li> <li>Increased domestic and international exposure</li> </ul> |
| <b>Progress Measures</b>           | <ul style="list-style-type: none"> <li>Jobs generated</li> <li>Population growth</li> <li>Investments: <ul style="list-style-type: none"> <li>Local</li> <li>External</li> </ul> </li> <li>Ratio of private/public sector capital investment</li> <li>Office vacancy</li> <li>Number of major trade shows/conferences hosted</li> <li>Number of strategic businesses/activities moving to the G21 region</li> </ul>                                                                                                                                                          |
| <b>Key Development Initiatives</b> | <ul style="list-style-type: none"> <li>Open for Business</li> <li>Business development initiatives</li> <li>Marketing and public relations</li> <li>Business expansion and retention programs</li> <li>Major trade shows/conferences to promote investment</li> </ul>                                                                                                                                                                                                                                                                                                        |

Source: AECgroup



## 4. Game Changers

### Identify 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. Key attributes of game changing initiatives are outlined in the table below.

**Table 4:1 Identifying Game Changers**

| Attribute                    | Outcome Of Strategy Delivery                                                                                                                                                          |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Transformational</b>      | Each game changer initiative must deliver distinct and lasting regional benefits with a catalytic effect on the broader region.                                                       |
| <b>Require Collaboration</b> | Game changers must be initiatives that cannot be readily implemented by a single local government or organisation, they must require cross-government collaboration and intervention. |
| <b>Catalytic</b>             | It is important the initiatives selected to lead further direct investment are catalytic in their nature to deliver economic growth and activity.                                     |
| <b>Promote Awareness</b>     | Have the potential to address regional issues/change perceptions and articulate an accurate message regarding the development and growth potential in G21.                            |

Source: AECgroup

The key development initiatives identified in the preceding section were examined against the attributes to be a game changer. Their ability to meet each of the game changer attributes were evaluated based on the following system:

- **No ticks:** the development initiative does not fulfil a particular game changer attribute;
- **✓:** the development initiative may somewhat fulfil, although to a limited extent, a particular game changer attribute;
- **✓✓:** the development initiative fulfils and satisfies a particular game changer attribute.

The Game Changer initiatives were identified by examining the scores of each development initiative against the game changer criteria outlined above.

### 4.1 SFA 1: Strategic and Integrated Transport Infrastructure

Initiatives examined as potential game changers for this strategic focus area included:

- Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac-Otway Connections
- Regional Rail Express
- National freight and logistics hub
- Transit link to Torquay
- Development of additional freight connections
- Development of Avalon (freight and international airport)

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Table 4.1: Strategic Focus Area 1, Development Initiative Ability to Fulfill Game Changer Criteria

| Attribute             | Completion of the Ring Road | Regional Rail Express | National Freight and Logistics hub | Transit link to Torquay | Development of additional freight connections | Development of Avon (freight and international airport) |
|-----------------------|-----------------------------|-----------------------|------------------------------------|-------------------------|-----------------------------------------------|---------------------------------------------------------|
| Transformational      | ✓✓                          | ✓                     | ✓                                  | ✓✓                      | ✓                                             | ✓                                                       |
| Require Collaboration | ✓✓                          | ✓✓                    | ✓                                  | ✓                       | ✓✓                                            | ✓✓                                                      |
| Catalytic             | ✓✓                          | ✓                     | ✓✓                                 | ✓                       | ✓                                             | ✓✓                                                      |
| Promote Awareness     | ✓✓                          | ✓                     | ✓                                  | ✓                       | ✓                                             | ✓                                                       |
| <b>Total</b>          | <b>8</b>                    | <b>5</b>              | <b>5</b>                           | <b>5</b>                | <b>5</b>                                      | <b>6</b>                                                |

Source: AECgroup

Based on the overall ability of each development initiative to fulfil the attributes required to be a game changer (table above), **Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac connections** is identified as the most suitable option. This game changer represents the extension of the Geelong Ring Road to Torquay, another river crossing to the Bellarine Peninsula and completion of the Ring Road network). A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A.

Table 4.2: Implications and Benefits of Game Changer, Completion of the Ring Road

| Implication/Benefit                                     | Description                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improved and Integrated Connections                     | <ul style="list-style-type: none"> <li>Ease current transport limitations</li> <li>Provide for the traffic generated by growth areas, such as Torquay and provide better connection to these</li> <li>Facilitate the development of other infrastructure (i.e. freight hub)</li> </ul>                                                                                                            |
| Improved Visitor Experience and Enhanced Tourism Market | <ul style="list-style-type: none"> <li>Ability to cater for significant growth in tourism that is forecast for the region (i.e. current tourism road infrastructure is at capacity)</li> <li>Further develop new and existing tourism sectors</li> <li>Increase tourist numbers through faster and more efficient roads</li> <li>Development of the Bellarine Peninsula tourism market</li> </ul> |
| Improved Local Business Sustainability                  | <ul style="list-style-type: none"> <li>Reduce vehicle movements through central Geelong and provide an opportunity for its further pedestrianisation and revitalisation</li> <li>Increased business activity through improved access to Melbourne</li> <li>Increase year round business activity</li> <li>Improved investment and business opportunities</li> </ul>                               |
| Facilitate Development and Growth across the region     | <ul style="list-style-type: none"> <li>Support population and employment growth across areas forecast to grow significantly (i.e. Bannockburn, Winchelsea and Colac)</li> <li>Easier and faster access to Melbourne and beyond</li> <li>Improved accessibility to the Bellarine Peninsula, supporting employment and population growth.</li> </ul>                                                |

Source: AECgroup

#### Initial actions proposed to activate Game Changer:

- 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.



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## 4.2 SFA 2: A Vibrant and Active Region

Initiatives examined as potential game changers for this strategic focus area included:

- Geelong City Centre Reactivation
- Geelong Convention & Exhibition Centre
- Land assembly in key development corridors
- Cruise Ship Facility
- Geelong Centre for Emerging Infectious Diseases
- Transferrable Development Rights (Heritage or environmental transfers)
- Attraction of a second University

Table 4.3: Strategic Focus Area 2, Development Initiative Ability to Fulfill Game Changer Criteria

| Attribute             | Geelong City Centre Reactivation | Geelong Convention & Exhibition Centre | Land assembly in key corridors | Cruise Ship Facility | Geelong Centre for Emerging Infectious Diseases | Transferrable Development Rights | Attraction of a second University |
|-----------------------|----------------------------------|----------------------------------------|--------------------------------|----------------------|-------------------------------------------------|----------------------------------|-----------------------------------|
| Transformational      | ✓✓                               | ✓✓                                     | ✓                              | ✓                    | ✓                                               | ✓                                | ✓                                 |
| Require Collaboration | ✓✓                               | ✓                                      | ✓                              | ✓                    | ✓✓                                              |                                  | ✓✓                                |
| Catalytic             | ✓✓                               | ✓                                      | ✓                              | ✓                    | ✓✓                                              | ✓✓                               | ✓                                 |
| Promote Awareness     | ✓✓                               | ✓✓                                     |                                | ✓✓                   | ✓                                               | ✓                                | ✓                                 |
| <b>Total</b>          | <b>8</b>                         | <b>6</b>                               | <b>3</b>                       | <b>5</b>             | <b>6</b>                                        | <b>4</b>                         | <b>5</b>                          |

Source: AECgroup

Based on the overall ability of each development initiative to fulfil the attributes required to be a game changer (table above), **Geelong City Centre Reactivation** is identified as the most suitable option. This game changer denotes 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 initiative has the potential to create a distinct and recognised city centre for the G21 Region. A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A.

Table 4.4: Implications and Benefits of Game Changer, Geelong City Centre Reactivation

| Implication/Benefit                             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improved Perception of the Region               | <ul style="list-style-type: none"> <li>• Geelong to be a well renowned global example of best practice CBD regeneration</li> <li>• Provision of a full range of cultural, recreational and lifestyle and activity options to residents across the CBD improves Geelong's regional perception</li> </ul>                                                                                                                                                                                                                                                                                                                                                                            |
| Improved Commercial and Development Feasibility | <ul style="list-style-type: none"> <li>• Flexible and proactive planning initiatives and zonings</li> <li>• Encouragement of urban regeneration and streetscape improvements, higher density housing options</li> <li>• Population and activity (e.g. employees, students, visitors, etc) concentrated in one area improving commerciality of development</li> </ul>                                                                                                                                                                                                                                                                                                               |
| Enhance Vitality and Patronage                  | <ul style="list-style-type: none"> <li>• Support high volumes of foot traffic, a range and diversity of housing options, high quality shopfronts with a broad retail offering, a commercial heart, effective management of car traffic</li> <li>• Increased population through higher densities increase patronage creating a critical mass of activity prompting and supporting spin off nodes of arts and culture activity across the region generally</li> <li>• Strengthened business case for additional cultural facilities</li> <li>• Development of activity along transport (footpath) corridors between activity, employment education centres and recreation</li> </ul> |
| Provision of Broader Regional Benefits          | <ul style="list-style-type: none"> <li>• Improved public transport infrastructure and service provisions to benefit the broad region</li> <li>• Many spill over benefits to residents across the region</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

Source: AECgroup



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#### Initial actions proposed to activate Game Changer:

- 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.
- Support funding initiatives to expand the Geelong Cultural Precinct and other nodes of arts and cultural activity throughout the region.
- 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.
- Identify and prioritise land assembly needs for Geelong CBD.
- Instigate infrastructure developments to remove significant volumes and heavy freight from the CBD of Geelong.
- Investigate and implement investment incentives for Geelong CBD development.

### 4.3 SFA 3: Coordinated delivery of Critical Growth Infrastructure

A **Coordinated Critical Infrastructure Plan** is identified as a standalone and key requirement to deliver against the strategic focus area of coordinating the delivery of critical growth infrastructure ahead of time. It fulfils and satisfies all of the key attributes that define a game changer, being transformational, requiring collaboration, being catalytic and promoting awareness of the region and it will sent the foundation for the efficient and effective delivery of infrastructure for the next 50 years in the G21 region. It entails development of 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, ensuring infrastructure availability or capacity is not an impediment to growth.

Table 4.5: Strategic Focus Area 3, Development Initiative Ability to Fulfill Game Changer Criteria

| Attribute             | Coordinated Critical Infrastructure Plan |
|-----------------------|------------------------------------------|
| Transformational      | ✓✓                                       |
| Require Collaboration | ✓✓                                       |
| Catalytic             | ✓✓                                       |
| Promote Awareness     | ✓✓                                       |
| <b>Total</b>          | <b>8</b>                                 |

Source: AECgroup

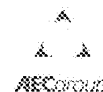
A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A.

Table 4.6: Implications of Game Changer, Coordinated Critical Infrastructure Plan

| Implication/Benefit                                         | Description                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cost and Time Effective Delivery of Regional Infrastructure | <ul style="list-style-type: none"> <li>▪ Accurate, effective, coordinated and collaborative planning leading to cost effective and timely roll out of infrastructure.</li> <li>▪ Ensures that cost duplications, blowouts and time delays are minimised.</li> </ul> |



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| Implication/Benefit                                           | Description                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Disciplined Approach and Coordinated Key Stakeholder Activity | <ul style="list-style-type: none"> <li>Disciplined and methodical approach to planning and delivering infrastructure required to support economic and population growth and goals across the region</li> <li>Co-ordination between municipalities and key stakeholders to be enhanced through a strategic plan</li> </ul> |
| Support Economic and Employment Growth                        | <ul style="list-style-type: none"> <li>Essential infrastructure delivered in a manner to stimulate and support business investment, prompting economic, employment and population growth and associated cultural and recreational activity</li> <li>Supports economic prosperity across the region</li> </ul>             |
| Promote the Region's Image for Investment                     | <ul style="list-style-type: none"> <li>Sends clear message to businesses, industry and other investors that the region is investment ready and supports growth</li> <li>Highlight to investors prospective development nodes and regions through communicating infrastructure plans and priorities</li> </ul>             |

Source: AECgroup

#### Initial actions proposed to activate Game Changer:

- Consolidate support and required data from key agencies
- Develop a business case to support the initiative
- Lobby and secure funding for the study
- Investigate alternative infrastructure financing arrangements.

## 4.4 SFA 4: Learning and Innovation

Initiatives examined as potential game changers for this strategic focus area included:

- Globally significant innovation and research centre
- Additional University
- Attraction of a key/strategic business/institution
- Extension of learning pathways
- Business Mentoring

Table 4.7: Strategic Focus Area 4, Development Initiative Ability to Fulfill Game Changer Criteria

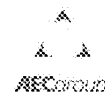
| Attribute             | Globally significant innovation and research centre | Additional University | Attraction of a key/strategic business/institution | Extension of learning pathways | Business Mentoring |
|-----------------------|-----------------------------------------------------|-----------------------|----------------------------------------------------|--------------------------------|--------------------|
| Transformational      | ✓✓                                                  | ✓                     | ✓                                                  | ✓                              |                    |
| Require Collaboration | ✓✓                                                  | ✓✓                    | ✓✓                                                 |                                | ✓                  |
| Catalytic             | ✓✓                                                  | ✓                     | ✓✓                                                 | ✓                              |                    |
| Promote Awareness     | ✓✓                                                  | ✓                     | ✓                                                  | ✓✓                             | ✓                  |
| <b>Total</b>          | <b>8</b>                                            | <b>5</b>              | <b>6</b>                                           | <b>4</b>                       | <b>2</b>           |

Source: AECgroup

Based on the overall ability of each development initiative to fulfil the attributes required to be a game changer (table above), **Globally Significant Innovation and Research Centre** is identified as the most suitable option. This game changer focusses on the initial steps toward the end goal of being recognized as a centre of innovation and learning globally. For this to happen, significant and recognizable research facilities are required, coupled with funding. Once these key ingredients are centred in the region the other existing research areas in the region can be leveraged and extended, highlighting the regions broader capacity on the world stage. However, funding for the attraction and generation of innovation is critical to achieving the end goal, as is a well-educated and diverse local population base. A summary of the key benefits and implications generated



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by this game changer are provided in the table below, with a more detailed description in Appendix A.

**Table 4.8: Implications and Benefits of Game Changer, Globally Significant Innovation and Research Centre**

| Implication/Benefit                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Focus on Local Strengths and Needs                     | <ul style="list-style-type: none"> <li>Leverages the region's unique capabilities to generate considerable knowledge and innovation</li> <li>Create a distinct environment in the G21 region</li> <li>Best-practice research focussed on practical local/ geographic or industry need that generates innovation warrants investment</li> </ul>                                                                                                                                                                                     |
| Regional Benefits                                      | <ul style="list-style-type: none"> <li>Establish a focal point for innovation (funding and topic/ investigation areas)</li> <li>Attract innovation, ideas and knowledge to the region</li> <li>Supports growth of a highly skilled workforce and expands knowledge base of the region</li> <li>Diversifies the employment and socio-demographic base (benefiting a range of sectors and pursuits including recreational and cultural activities)</li> <li>Generates interest from other similar businesses/institutions</li> </ul> |
| Ongoing Development and Delivery of Information        | <ul style="list-style-type: none"> <li>Develops a culture of innovation and knowledge, which is to provide stimulus for further growth across the region</li> <li>Secure research funds and ensure delivery of relevant research to meet industry needs through the placement of experienced key staff</li> </ul>                                                                                                                                                                                                                  |
| Opportunity for Anchoring by a Global Research Company | <ul style="list-style-type: none"> <li>Ensures that research is commercially relevant to industry needs</li> <li>Provides impetus for additional investment and business attraction to the region</li> </ul>                                                                                                                                                                                                                                                                                                                       |

Source: AECgroup

#### **Initial actions proposed to activate Game Changer:**

- Target a series of globally significant facilities:
  - Geelong Centre for Emerging Infectious diseases (GCEID): this project is well advanced and the region should continue to lobby for its establishment given the unique combination of assets in the region;
  - Centre for Advanced Design and Engineering Training (CADET): an initiative where 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
- 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.

## **4.5 SFA 5: Investment Ready**

Initiatives examined as potential game changers for this strategic focus area included:

- Open for Business
- Business development initiatives
- Marketing and public relation
- Business expansion and retention programs
- Major trade shows/conferences to promote investment



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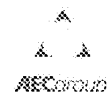


Table 4.9: Strategic Focus Area 5, Development Initiative Ability to Fulfill Game Changer Criteria

| Attribute             | Open for Business | Business development initiatives | Marketing and public relations | Business expansion and retention programs | Major trade shows/conferences to promote investment |
|-----------------------|-------------------|----------------------------------|--------------------------------|-------------------------------------------|-----------------------------------------------------|
| Transformational      | ✓✓                | ✓                                | ✓                              |                                           | ✓                                                   |
| Require Collaboration | ✓✓                | ✓✓                               | ✓✓                             | ✓                                         | ✓                                                   |
| Catalytic             | ✓                 | ✓                                | ✓                              | ✓                                         | ✓                                                   |
| Promote Awareness     | ✓✓                | ✓                                | ✓                              | ✓                                         | ✓                                                   |
| <b>Total</b>          | <b>7</b>          | <b>5</b>                         | <b>5</b>                       | <b>3</b>                                  | <b>4</b>                                            |

Source: AECgroup

Based on the overall ability of each development initiative to fulfil the attributes required to be a game changer (table above), **Open for Business** is identified as the most suitable option. This game changer provides for 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. In short, the G21 Region will be recognized as an easy place to do business and invest. A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A.

Table 4.10: Implications and Benefits of Game Changer, Open for Business

| Implication/Benefit                                                         | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create an Investment Conducive Environment                                  | <ul style="list-style-type: none"> <li>Timely development, implementation and release of key infrastructure and appropriately zoned lands.</li> <li>Facilitate future growth through identification of infrastructure and land requirements across the region.</li> <li>Key regional economic development and investment attraction organisations unite and advocate for the G21 region.</li> <li>Maintain an 'investment ready and investment embracing' culture amongst municipalities and partners to attract business.</li> </ul> |
| Investment Attraction through Lobbying                                      | <ul style="list-style-type: none"> <li>Lobbying attracts and promotes further investment and businesses to the region.</li> <li>Assist funding for key leading infrastructure, and for legislative and policy amendments to overcome planning restrictions.</li> <li>Promote G21 as 'investment ready' and 'conducive for investment' where infrastructure funding leads business investment and vice versa.</li> </ul>                                                                                                               |
| Coordinated and Solution Oriented Point of Contact for Investment Enquiries | <ul style="list-style-type: none"> <li>Specific allocation of responsibility at a regional level to provide solutions for and encourage an investment-ready environment.</li> <li>Ensure that an individual/ team provides an investment focused and solution led response to prospective investors.</li> </ul>                                                                                                                                                                                                                       |

Source: AECgroup

#### Initial actions proposed to activate Game Changer:

- Undertake training for all relevant staff across all municipalities and agencies in investment focused planning/ facilitation
- Develop targeted investment attraction program (separate web, information and collateral)
- Implement business and investment attraction program.
- Identify and communicate planned employment precincts and investment notes (commercial, industrial, retail, institutional as well as special use/ interest such as arts and culture or surf industry)
- Investigate opportunities for a regional market - The G21 Region is Open for Business campaign.



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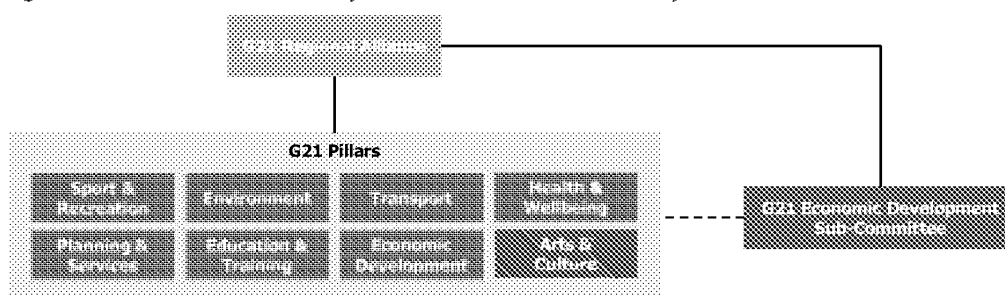


## 5. Delivery & Governance Structure

### 5.1 Overview

The most appropriate governance and delivery structure for the facilitation of the G21 Economic Development Strategy and implementation of the Game Changer initiatives was identified to comprise a sub-committee of the G21 Regional Alliance. This sub-committee would report directly to the G21 Regional Alliance Chairman.

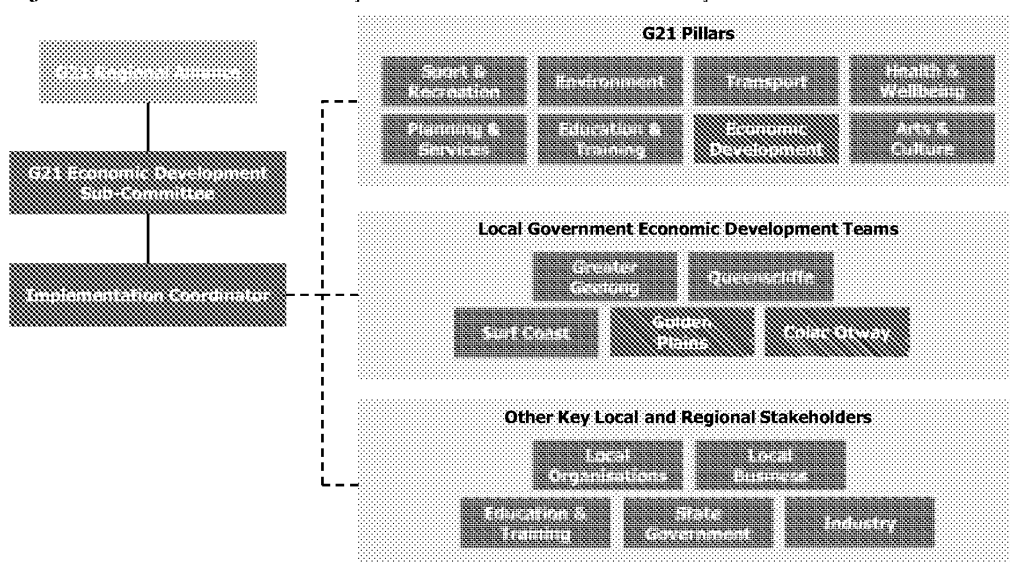
Figure ES.1. G21 Economic Development Sub-Committee Hierarchy



Source: AECgroup

The G21 Economic Development Sub-Committee Implementation Coordinator will coordinate activities across the pillars, local economic development officers/ managers and private industry.

Figure ES.2. G21 Economic Development Sub-Committee Relationships



Note: Greater Geelong Economic Development Team is now merged with Enterprise Geelong, which is designed to promote investment opportunities, attract new enterprises, secure State and Federal Government funding for major projects and build on existing partnerships to promote the region.

Source: AECgroup



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## 5.2 Membership

This sub-committee will be comprised of the following organisations and stakeholders with total representation/ membership of no more than 10 individuals:

- G21 Member Municipality CEO's (five)
- Barwon Water (one)
- Barwon Health (one)
- Community Representatives:
  - Industry (one)
  - Local business (one)
  - General community (one)

## 5.3 Funding

Funding will come from the existing economic development budgets of the Local Governments, which will be augmented by state and Commonwealth funds were available. It is not anticipated any additional funding will be made available from Local Government or G21 Regional Alliance coffers for this initiative.

## 5.4 Key Roles & Functions

The primary role of this sub-committee is to direct monthly priorities and action planning and inform the G21 Regional Alliance Board.

Key roles within of the sub-committee will include:

- Chair: Chair meetings and take responsibility for reporting to G21 Regional Alliance
- Secretary: Minute meetings and circulate actions and responsibilities post meeting

### Implementation Coordinator:

It is recommended a position of an *Implementation Coordinator*, be created to support the operation and coordination of the sub-committee. The key role of the Implementation Coordinator would be to follow-up and organise the implementation of actions, ensure key stakeholders know and understand their requirements and document and submit monthly progress report. The Implementation Coordinator's performance criteria would be to ensure the actions required to implement the game changers occur as planned.

***The Implementation Coordinator is not responsible for delivering the game changers, but for implementation the process and tasks required to achieve the game changers as identified by the G21 Economic Development Sub-Committee.***

The Implementation Coordinator is an important position as this individual will be tasked with coordinating and ensuring actions and responsibilities are followed up. It is recommended this position is a dedicated position, with no other responsibilities to ensure priorities and day-to-day requirements are made clear. However, it is possible, that where sufficient resources are not available to create a dedicated position across all game changers, an Implementation Coordinator for each Game Changer could be utilised.

## 5.5 Meetings

Formal meetings will be held monthly, with information progress meetings held as required. Each meeting will have an agenda, and will review progress against action plan and prioritisation of actions and responsibilities for the coming period. Each meeting will conclude with a summary of actions required to be completed in the coming period.

It is proposed the Economic Development Sub-Committee meets monthly for the first six months to bed down the process and operational components. Following this initial start-up period it is recommend the meetings are held quarterly to reduce operational cost, with the Implementation Coordinator to draft and submit monthly updates to the G21 Regional Alliance.



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## 5.6 Initial Actions and Priorities

The actions and priorities identified as being most important for successful commencement of operations for the inaugural G21 Economic Development Sub-Committee, are outlined below. The timeframe for this is the first six (6) months of operation following establishment

Table 5:1. Economic Development Strategy Sub-Committee Initial Actions Priorities

| Timing                | Priority                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>First Quarter</b>  | Confirm standard meeting agenda and set meeting schedule, for example: <ul style="list-style-type: none"> <li>• Introduction and welcome</li> <li>• Progress on actions from last period</li> <li>• Identified issues or problems to be overcome</li> <li>• New development initiatives to be explored</li> <li>• Review of budget position</li> <li>• Actions and responsibilities for coming period</li> </ul> |
|                       | Review and confirm requirements for the implementation of the game changer initiatives with monthly, quarterly and annual implementation and operational milestones.                                                                                                                                                                                                                                             |
|                       | Develop 12 month budget and reporting mechanism.                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Second Quarter</b> | Engage with key stakeholders.                                                                                                                                                                                                                                                                                                                                                                                    |
|                       | Identify a private sector champion for each game changer.                                                                                                                                                                                                                                                                                                                                                        |
|                       | Identify and confirm, for each game changer, the relevant stakeholders to target (state and commonwealth government departments and ministers, regional organisations, industry, private sector).                                                                                                                                                                                                                |
|                       | Develop business case and tailored engagement material.                                                                                                                                                                                                                                                                                                                                                          |
|                       | Finalise engagement strategy and approach                                                                                                                                                                                                                                                                                                                                                                        |

Source: AECgroup

## 5.7 Review and Refocus Period

### Game Changer Initiatives

The sub-committee will critically review and/or refocus the game changer initiatives as required every 3-5 years, or on attainment of the nominated final milestone for the game changer. As new opportunities and development initiatives are identified, they should be defined and assessed if they need urgent consideration. Where special consideration is required, resources may be diverted for a short period to support urgent initiatives, but these should not detract from the delivery process or timeframe of the game changer initiatives.

### Sub-Committee Membership

Membership the sub-committee should be reviewed on a rolling basis every three years. It is not recommended no more than three members be renewed in any one year (or six month period).



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## Appendix A: Benefits and Implications of Game Changers

### Game Changer 1: Completion of the Ring Road

#### Improved and Integrated Connections

- The benefits that would flow from easing the current transport limitations.
- The Victorian Government review of Stage 4C alignment of the Ring Road extension highlighted the infrastructure's paramount importance for the G21 region.
- The Ring Road connection to the Surf Coast Highway will provide for the traffic generated by the planned growth of Torquay.
- The infrastructure is a key component and enabler to many of the other initiatives (e.g. freight and logistics hub, transit link to Torquay, Development of Avalon Airport)
- It has a strategic role in facilitating access to future employment nodes and provide agribusiness with more efficient access to markets.
- The new infrastructure will deliver seamless access to the existing substantive urban areas of the Surf Coast, and the Bellarine Peninsula.

#### Improved Visitor Experience and Enhanced Tourism Market

- Reap the benefits 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. Without such game changer initiative, the ability of the G21 region to cater for significant growth in tourism may be compromised.
- Attract substantial increases in weekend traffic and tourism trips to the G21 region through promoting faster and more efficient radial road networks from Melbourne.
- Broaden the economic revenue from both the tourism and development sectors through increased visitation and patronage.
- 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.
- Potential activation of regional green/ eco-tourism sector and lifestyle industry.
- Develop a clearer perception of regional tourism identity and character, which will aid future growth in tourism and the development of new sectors in the G21 region.

#### Improved Local Business Sustainability

- Provide an alternative to the current east west movement through central Geelong, facilitating in reducing the necessity for through traffic, including major truck movements. This will provide an opportunity for further pedestrianisation of the Central Activities Area, which is critical in the revitalisation of the city centre.
- 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.
- 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.

#### Facilitate Development and Growth Across the Region

- Benefits are expected to flow to the entire region and are fundamental to facilitate employment growth, in line with population expansion anticipated in the southern portion of City of Greater Geelong, Surf Coast, Bannockburn, Winchelsea and Colac.



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- The delivery of a high speed link will be a major benefit to the existing and future residents and businesses, which can have easier and faster access to Melbourne and markets beyond.
- Bannockburn, Colac and Winchelsea are expected to accommodate significant additional infill and growth given the infrastructure and support mechanisms in place across these settlements. To ensure that the townships realise their full potential, they will need to be supported with the completion of duplicated road access.
- The Bellarine Peninsula will be significantly more accessible with a further river crossing facilitated by the completion of the ring road network.

## Game Changer 2: Geelong City Centre Reactivation

### Improve 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 use the CBD reactivation as a case study.
- 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.

### Improve Commercial and Development Feasibility

- Flexible and proactive planning initiatives and zonings (i.e. plot yields and floor surface ratios and parking requirements) will increase the feasibility of development in the CBD.
- Revising planning overlays for the CBD height, plot, floorspace and parking ratios will allow development of higher density apartments, while podium-level retail and commercial zonings in new developments will encourage urban regeneration and streetscape improvements.
- 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.

### Enhance Vitality and Patronage

- 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 the presence of places where diverse groups of people can interact comfortably.
- Increased population, through higher densities within the CBD, and an augmented retail offering will ensure enhanced vitality in the CBD and increased patronage.
- Major projects which are able to generate significant patronage and pedestrian activity will also help to activate the city centre.
- A larger resident population base in the CBD, achieved through a revitalisation of the city centre, will strengthen the business case for the development of additional cultural facilities, and therefore improve funding opportunities. In turn, raising the cultural profile of the region is expected to be an important ingredient for attracting further residential densification.

### Provision of 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.

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, including a myriad of



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spill over benefits, such as strong demand for more cultural facilities and improved public transport services.

### **Game Changer 3: Coordinated Critical Infrastructure Plan**

#### **Cost and Time Effective Delivery of Regional Infrastructure**

- 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.
- It ensures that unnecessary cost duplications, blowouts and time delays are minimised through cohesive, coordinated and efficient delivery of critical growth infrastructure.

#### **Disciplined Approach and Key Stakeholders Regional Coordination**

- As the G21 region's economy grows in an unprecedented manner the necessity for a disciplined and methodical approach to planning and lobbying for infrastructure is essential.
- 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.

#### **Support Economic and Employment Growth**

- Coordinated delivery ensures that essential infrastructure is deployed in a manner which stimulates and supports economic and employment growth across the region, ensuring the long term growth and economic prosperity of the region.
- In this regard, lagging infrastructure delivery impedes business, residential and employment growth and detracts from a region's investment attraction potential.

#### **Promote the Region's Image for Investment**

- 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.

### **Game Changer 4: Globally Significant Innovation and Research Centre**

#### **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.
- 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.
- The region will significantly benefit if the focus of research and innovation development is on local and regional industry strengths and needs. Sharing innovative ideas, solutions and expertise through active collaboration amongst key existing institutional, industry stakeholders in the region should therefore be encouraged, to enable the region to take advantage of its key existing strengths and industry base.



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#### Regional Benefits

- It enables the region to develop a focal point for innovative activities and provide the incentive to attract innovative ideas and organisations to the region.
- It facilitates the growth of a highly skilled workforce and expands the knowledge based/innovative component of the region, which assists the region in its progressive shift to a more advanced/innovative economy.
- The establishment of a global innovation/research centre in the region is likely to attract and generate interest from other similar businesses/institutions, leading to flow on impacts, such as additional investment, advanced industries, and highly skilled employees, to the benefit of the region.

#### Ongoing Development and Delivery of Innovation

- 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.
- 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.

#### Opportunity for Anchoring by a Global Research Company

- 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.

### **Game Changer 5: Open for Business**

#### Create 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.
- Identifying the infrastructure (transport, utilities and ICT as well as community based infrastructure) and land requirements (employment, residential and open space) across the region will facilitate to achieve the desired level of future growth in the G21 region.
- The G21 Regional Alliance's ability as a body to unite and advocate for the G21 region will assist the investment prospects and future development of the G21 region.
- Embracing an 'investment ready and facilitative region' culture amongst all member municipalities and partners, centered around open planning processing, changes in engagement in commercial relationships and a regional marketing campaign, will facilitate growing existing and attracting new business and investment to the region.

#### Investment Attraction through Lobbying

- Lobbying is regarded as an important tool for the G21 region to proactively attract and promote investment. Lobbying can be useful to assist funding for key leading infrastructure, and for legislative and policy amendments to overcome the prevailing planning restrictions that are currently impeding growth in the region.
- Lobbying will attract further investment and business attraction to the region, and promote the region as 'investment ready' and 'conducive for investment'.



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**Coordinated and Solution Oriented Point of Contact for Investment Enquiries**

- 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.
- A coordinated and centralised point of contact for investment enquiries ensures that an individual/ team, through an understanding of business and financial imperatives of major investors as well as the existing planning and legislative requirements, provides an investment focused and solution led response to prospective investors.



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| Project title                                              | Project Ref | Project status | 2013-2018 | 2018-2023 | 2023-2028 | 2028-2038 | 2038-2050 | \$ Cost indicative | Funding source |
|------------------------------------------------------------|-------------|----------------|-----------|-----------|-----------|-----------|-----------|--------------------|----------------|
| <b>Transport</b>                                           |             |                |           |           |           |           |           |                    |                |
| <b>Road projects</b>                                       |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                            |             |                |           |           |           |           |           |                    |                |
| Great Ocean Road upgrades                                  | R1.01       | Planning       |           |           |           |           |           | 50m                | S, F           |
| <i>Princes Highway upgrades</i>                            |             |                |           |           |           |           |           |                    |                |
| Waurin Ponds to Winchelsea duplication                     | R1.02       | Construction   |           |           |           |           |           | 220m               | S, F           |
| Winchelsea to Colac duplication                            | R1.03       | Pre-construct  |           |           |           |           |           | 550m               | S, F           |
| Colac to SA border safety improvements                     | R1.04       | Planning       |           |           |           |           |           | 50-100m            | S              |
| <i>Geelong Road Road Connection to Bellarine Peninsula</i> |             |                |           |           |           |           |           |                    |                |
| Anglesea Rd to Surf Coast Hwy (Section 4C)                 | R1.05       | Planning       |           |           |           |           |           | 110m               | S              |
| Surf Coast Highway to Barwon Heads Road                    | R1.06       | Planning       |           |           |           |           |           | 100-150m           | S              |
| Barwon Heads Road to Portarlington Road                    | R1.07       | Feasibility    |           |           |           |           |           | 200-400m           | S              |
| <i>Barwon Heads Road duplication</i>                       |             |                |           |           |           |           |           |                    |                |
| Stage 1: Corio-Waurin Ponds Rd to Reserve Rd               | R1.08       | Concept        |           |           |           |           |           | 70-140m            | S              |
| Stage 2: Reserve Rd to Lower Duneed Road                   | R1.09       | Concept        |           |           |           |           |           | 70-100m            | S              |
| <i>Anglesea Road duplication</i>                           |             |                |           |           |           |           |           |                    |                |
| Ring Road to Mount Duneed Road                             | R1.10       | Planning       |           |           |           |           |           | 17.4m              | S              |
| Mt Duneed Rd to Great Ocean Rd treatment                   | R1.11       | Feasibility    |           |           |           |           |           | 20m                | S              |
| <i>Southern link road (Lower Duneed Road)</i>              |             |                |           |           |           |           |           |                    |                |
| Anglesea Road to Surf Coast Highway                        | R1.12       | Feasibility    |           |           |           |           |           | 50-60m             | S              |
| Surf Coast Highway to Barwon Heads Road                    | R1.13       | Feasibility    |           |           |           |           |           | 50-60m             | S              |
| Barwon Heads Road to Barwon Heads                          | R1.14       | Concept        |           |           |           |           |           | 15-20m             | S              |
| <i>Other projects</i>                                      |             |                |           |           |           |           |           |                    |                |
| Surf Coast Highway widening                                | R1.15       | Concept        |           |           |           |           |           | 50-80m             | S              |
| Midland Highway duplication to Bannockburn                 | R1.16       | Feasibility    |           |           |           |           |           | 130-160m           | S              |
| Hamilton Highway upgrade to Inverleigh                     | R1.17       | Feasibility    |           |           |           |           |           | 3-4m               | S              |
| <b>Urban Geelong</b>                                       |             |                |           |           |           |           |           |                    |                |
| <i>Geelong Port-GREP-Ring freight connections</i>          |             |                |           |           |           |           |           |                    |                |
| Bacchus Marsh Road duplication - South                     | G1.18       | Planning       |           |           |           |           |           | 18m                | S              |
| Bacchus Marsh Road duplication - North                     | G1.19       | Concept        |           |           |           |           |           | 30-40m             | S              |
| Rebuilding of Heales Road for heavy freight                | G1.20       | Planning       |           |           |           |           |           | 11.5m              | L, S           |
| Heales Road extension and railway overpass                 | G1.21       | Concept *      |           |           |           |           |           | 50m                | S              |
| Broderick Road interchange and extension to Shell Rd       | G1.22       | Concept *      |           |           |           |           |           | 30-50m             | S              |
| Completion of major junction for heavy vehicles            | G1.23       | Concept *      |           |           |           |           |           | 150-200m           | S              |
| <b>Lara</b>                                                |             |                |           |           |           |           |           |                    |                |
| McClelland Ave bypass and rail overpass                    | L1.24       | Feasibility    |           |           |           |           |           | 50m                | S              |
| 6-way intersection Forest Rd-Station Lake Rd               | L1.25       | Feasibility    |           |           |           |           |           | 3-5m               | S              |
| Forest Road South duplication                              | L1.26       | Concept        |           |           |           |           |           | 30-50m             | S              |
| <b>Bellarine Peninsula</b>                                 |             |                |           |           |           |           |           |                    |                |
| Drysdale bypass                                            | P1.27       | Feasibility    |           |           |           |           |           | 100m               | S              |
| Grubb Rd duplication Ocean Grove                           | P1.28       | Feasibility    |           |           |           |           |           | 30m                | S              |
| Bellarine Hwy duplication Grubb Rd - Banks Rd              | P1.29       | Concept        |           |           |           |           |           | 20-30m             | S              |
| Bellarine Hwy duplication Banks Rd - Fellows Rd            | P1.30       | Concept        |           |           |           |           |           | 40-50m             | S              |
| Portarlington Road upgrades Drysdale - Portarlington       | P1.31       | Concept        |           |           |           |           |           | 10-15m             | S              |
| <b>Bannockburn</b>                                         |             |                |           |           |           |           |           |                    |                |
| Bannockburn town centre road upgrades                      | B1.32       | Concept        |           |           |           |           |           | 5m                 | L, S           |
| Miltons Road bridge over Bruce's Creek                     | B1.33       | Concept        |           |           |           |           |           | 4-6m               | L, D           |
| Bannockburn-Skipton (C143) road upgrade                    | B1.34       | Concept        |           |           |           |           |           | 1-2m               | S              |
| Bannockburn heavy vehicle route                            | B1.35       | Feasibility    |           |           |           |           |           | 15-20m             | S              |
| <b>Torquay</b>                                             |             |                |           |           |           |           |           |                    |                |
| Deans Marsh-Lorne Road upgrade                             | T1.36       | Feasibility    |           |           |           |           |           | 5-10m              | S              |
| <b>Winchelsea</b>                                          |             |                |           |           |           |           |           |                    |                |
| Winchelsea bypass                                          | W1.37       | Concept        |           |           |           |           |           | 100-200m           | S              |
| <b>Colac</b>                                               |             |                |           |           |           |           |           |                    |                |
| Colac-Apollo Bay road link improvements                    | C1.38       | Planning       |           |           |           |           |           | 30m                | S              |
| Colac bypass                                               | C1.39       | Concept        |           |           |           |           |           | 240m               | S, F           |
| Access roads for timber and other industries               | C1.40       | Pre-construct  |           |           |           |           |           | 3m                 | S              |
| Interior road and bridge upgrades                          | C1.41       | Pre-construct  |           |           |           |           |           | 13.5m              | L, S           |

| Project title                                   | Project Ref | Project status | 2013-2018 | 2018-2023 | 2023-2028 | 2028-2038 | 2038-2050 | \$ Cost indicative | Funding source |
|-------------------------------------------------|-------------|----------------|-----------|-----------|-----------|-----------|-----------|--------------------|----------------|
| <b>Rail projects</b>                            |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                 |             |                |           |           |           |           |           |                    |                |
| Regional Rail Link                              | R1.42       | Construction   |           |           |           |           |           | 5.3b               | S, F           |
| <i>Torquay-Geelong Transit Link</i>             |             |                |           |           |           |           |           |                    |                |
| Torquay rail link: Stage 1 to Armstrong Creek   | R1.43       | Concept        |           |           |           |           |           | 50-100m            | S              |
| Torquay rail link: Stage 2 to Torquay           | R1.44       | Concept        |           |           |           |           |           | 250m               | S              |
| <b>Urban Geelong</b>                            |             |                |           |           |           |           |           |                    |                |
| Geelong Railway Station redevelopment           | G1.45       | Concept        |           |           |           |           |           | 8-10m              | S              |
| North Shore station redevelopment               | G1.46       | Planning       |           |           |           |           |           | 3.5m               | S, F           |
| Corio station relocation and redevelopment      | G1.47       | Concept        |           |           |           |           |           | 50m                | S              |
| Passenger train stabling yards relocation       | G1.48       | Concept *      |           |           |           |           |           | 200m               | S              |
| Partial duplication Grovedale to Geelong        | G1.49       | Concept        |           |           |           |           |           | 200-300m           | S              |
| <i>Grovedale Station</i>                        |             |                |           |           |           |           |           |                    |                |
| Stage 1: Station construction                   | G1.50       | Construction   |           |           |           |           |           | 25m                | S              |
| Stage 2: South side development                 | G1.51       | Concept        |           |           |           |           |           | 75m                | S, O           |
| <i>Marshall Station development</i>             |             |                |           |           |           |           |           |                    |                |
| Stage 1: Additional 400 spaces parking          | G1.52       | Concept        |           |           |           |           |           | 3-5m               | S              |
| Stage 2: Area revitalisation and parking        | G1.53       | Concept        |           |           |           |           |           | 15-20m             | S, O           |
| <b>Rail freight connections</b>                 |             |                |           |           |           |           |           |                    |                |
| Rail freight connection to GREP                 | G1.54       | Planning       |           |           |           |           |           | 15-20m             | S, F, O        |
| Rail freight connection to Lascelles Wharf      | G1.55       | Concept *      |           |           |           |           |           | 6m                 | S, F, O        |
| Standard gauge rail connections to Geelong Port | G1.56       | Concept *      |           |           |           |           |           | 5-10m              | S, F, O        |
| <b>Lara</b>                                     |             |                |           |           |           |           |           |                    |                |
| Rail link to Avalon Airport                     | L1.57       | Feasibility    |           |           |           |           |           | 400m-1b            | S, F           |
| <b>Bellarine Peninsula</b>                      |             |                |           |           |           |           |           |                    |                |
| Reinstatement Geelong-Queenscliff rail line     | P1.58       | Concept        |           |           |           |           |           | 1-1.3b             | S              |
| <b>Bannockburn</b>                              |             |                |           |           |           |           |           |                    |                |
| Geelong - Ballarat passenger rail link          | B1.59       | Feasibility    |           |           |           |           |           | 300-400m           | S              |
| Bannockburn railway station infrastructure      | B1.60       | Concept        |           |           |           |           |           | 5m                 | S              |
| <b>Winchelsea</b>                               |             |                |           |           |           |           |           |                    |                |
| Reopening of Moriac railway station             | W1.61       | Concept        |           |           |           |           |           | 5m                 | S              |
| <b>Colac</b>                                    |             |                |           |           |           |           |           |                    |                |
| Colac railway station redevelopment             | C1.62       | Concept        |           |           |           |           |           | 5-7m               | L, S           |
| Rail-intermodal freight hub                     | C1.63       | Concept        |           |           |           |           |           | 20m                | S              |
| <b>Public transport services</b>                |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                 |             |                |           |           |           |           |           |                    |                |
| Premium bus service Geelong-Torquay             | R1.64       | Feasibility    |           |           |           |           |           | N/A                | S              |
| Rail services increase Warrnambool line         | R1.65       | Feasibility    |           |           |           |           |           | N/A                | S              |
| <b>Urban Geelong</b>                            |             |                |           |           |           |           |           |                    |                |
| Reorganisation of city bus lines                | G1.66       | Planning       |           |           |           |           |           | N/A                | S              |
| Smartbus routes Geelong                         | G1.67       | Concept        |           |           |           |           |           | 4m p.a.            | S              |
| Park and ride north Geelong                     | G1.68       | Concept        |           |           |           |           |           | N/A                | L, S           |
| <b>Bellarine Peninsula</b>                      |             |                |           |           |           |           |           |                    |                |
| Improvements to main trunk bus services         | P1.69       | Concept        |           |           |           |           |           | N/A                | S              |
| Local buses servicing district towns            | P1.70       | Concept        |           |           |           |           |           | N/A                | S              |
| <b>Cycling projects</b>                         |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                 |             |                |           |           |           |           |           |                    |                |
| Principle cycling connections                   | R1.71       | Concept        |           |           |           |           |           | N/A                | S, F           |

| Project title                                                      | Project Ref | Project status | 2013-2018 | 2018-2023 | 2023-2028 | 2028-2038 | 2038-2050 | \$ Cost indicative | Funding source |
|--------------------------------------------------------------------|-------------|----------------|-----------|-----------|-----------|-----------|-----------|--------------------|----------------|
| <b>Utilities</b>                                                   |             |                |           |           |           |           |           |                    |                |
| <b>Water supply</b>                                                |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                               |             |                |           |           |           |           |           |                    |                |
| Geelong water supply upgrades                                      | G2.01       | Planned        |           |           |           |           |           | 93m                | O, D           |
| Armstrong Creek water supply system                                | G2.02       | Planned        |           |           |           |           |           | 31m                | O, D           |
| Armstrong Creek recycled water system                              | G2.03       | Planned        |           |           |           |           |           | 47m                | O, D           |
| <b>Lara</b>                                                        |             |                |           |           |           |           |           |                    |                |
| Lara water supply upgrades                                         | L2.04       | Planned        |           |           |           |           |           | 13m                | O, D           |
| <b>Bellarine Peninsula</b>                                         |             |                |           |           |           |           |           |                    |                |
| Clifton Springs water supply upgrades                              | P2.05       | Planned        |           |           |           |           |           | 7.2m               | O, D           |
| Leopold water supply upgrades                                      | P2.06       | Planned        |           |           |           |           |           | 3.9m               | O, D           |
| Ocean Grove water supply upgrades                                  | P2.07       | Planned        |           |           |           |           |           | 26m                | O, D           |
| Portarlington water supply upgrades                                | P2.08       | Planned        |           |           |           |           |           | 3.3m               | O, D           |
| Pt Lonsdale-Queenscliff water supply upgrades                      | P2.09       | Planned        |           |           |           |           |           | 7.5m               | O, D           |
| <b>Bannockburn</b>                                                 |             |                |           |           |           |           |           |                    |                |
| Bannockburn water supply upgrades                                  | B2.10       | Planned        |           |           |           |           |           | 19m                | O, D           |
| Bannockburn recycled water augmentation                            | B2.11       | Feasibility    |           |           |           |           |           | 15-20m             | O, D           |
| Inverleigh water supply upgrades                                   | B2.12       | Planned        |           |           |           |           |           | 12m                | O, D           |
| Lethbridge water supply upgrades                                   | B2.13       | Planned        |           |           |           |           |           | 18m                | O, D           |
| Potable water trunk line for intensive agriculture near Lethbridge | B2.14       | Planning       |           |           |           |           |           | 11.78m             | S, F, O        |
| Gheringhap infrastructure servicing                                | B2.15       | Concept        |           |           |           |           |           | 2-3m               | O, D           |
| <b>Torquay</b>                                                     |             |                |           |           |           |           |           |                    |                |
| Torquay water supply upgrades                                      | T2.16       | Planned        |           |           |           |           |           | 61m                | O, D           |
| Torquay recycled water upgrades                                    | T2.17       | Planned        |           |           |           |           |           | 20m                | F, O           |
| Thompson Valley water supply and road works                        | T2.18       | Concept        |           |           |           |           |           | 5m                 | O, (L)         |
| <b>Winchelsea</b>                                                  |             |                |           |           |           |           |           |                    |                |
| Winchelsea water supply upgrades                                   | W2.19       | Planned        |           |           |           |           |           | 4.3m               | O, D           |
| Winchelsea water supply upgrades for additional growth             | W2.20       | Concept        |           |           |           |           |           | 20m                | O, D           |
| <b>Colac</b>                                                       |             |                |           |           |           |           |           |                    |                |
| Colac water supply upgrades                                        | C2.21       | Planned        |           |           |           |           |           | 40m                | O, D           |
| Apollo Bay water supply upgrades                                   | C2.22       | Planned        |           |           |           |           |           | 26m                | O, D           |
| <b>Sewerage</b>                                                    |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                               |             |                |           |           |           |           |           |                    |                |
| Geelong sewerage upgrades                                          | G2.23       | Planned        |           |           |           |           |           | 88m                | O, D           |
| Main Outfall Sewer duplication                                     | G2.24       | Planned        |           |           |           |           |           | 82m                | O, D           |
| West Fyans sewer odour control works                               | G2.25       | Planning       |           |           |           |           |           | 5.5m               | L, O           |
| Armstrong Creek sewerage system                                    | G2.26       | Planned        |           |           |           |           |           | 36m                | O, D           |
| <b>Lara</b>                                                        |             |                |           |           |           |           |           |                    |                |
| Lara sewerage upgrades                                             | L2.27       | Planned        |           |           |           |           |           | 24m                | O, D           |
| <b>Bellarine Peninsula</b>                                         |             |                |           |           |           |           |           |                    |                |
| Clifton Springs sewerage upgrades                                  | P2.28       | Planned        |           |           |           |           |           | 34m                | O, D           |
| Leopold sewer upgrades                                             | P2.29       | Planned        |           |           |           |           |           | 21m                | O, D           |
| Ocean Grove sewer upgrades                                         | P2.30       | Planned        |           |           |           |           |           | 30m                | O, D           |
| Portarlington sewerage upgrades                                    | P2.31       | Planned        |           |           |           |           |           | 26m                | O, D           |
| Pt Lonsdale Queenscliff sewerage upgrades                          | P2.32       | Planned        |           |           |           |           |           | 17m                | O, D           |
| <b>Bannockburn</b>                                                 |             |                |           |           |           |           |           |                    |                |
| Bannockburn sewerage upgrades                                      | B2.33       | Planned        |           |           |           |           |           | 16m                | O, D           |
| <b>Torquay</b>                                                     |             |                |           |           |           |           |           |                    |                |
| Torquay sewerage upgrades                                          | T2.34       | Planned        |           |           |           |           |           | 9.3m               | O, D           |
| <b>Winchelsea</b>                                                  |             |                |           |           |           |           |           |                    |                |
| Winchelsea sewerage upgrades for additional growth                 | W2.35       | Concept        |           |           |           |           |           | 40m                | O, D           |
| <b>Colac</b>                                                       |             |                |           |           |           |           |           |                    |                |
| Colac sewerage upgrades                                            | C2.36       | Planned        |           |           |           |           |           | 16m                | O, D           |
| Apollo Bay sewerage upgrades                                       | C2.37       | Planned        |           |           |           |           |           | 2.8m               | O, D           |

| Project title                                                 | Project Ref | Project status | 2013-2018 | 2018-2023 | 2023-2028 | 2028-2038 | 2038-2050 | \$ Cost indicative | Funding source |
|---------------------------------------------------------------|-------------|----------------|-----------|-----------|-----------|-----------|-----------|--------------------|----------------|
| <b>Stormwater drainage &amp; flooding</b>                     |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                          |             |                |           |           |           |           |           |                    |                |
| Geelong major drainage works                                  | G2.38       | Planned        |           |           |           |           |           | 77m                | L, D           |
| Armstrong Creek major drainage works                          | G2.39       | Planned        |           |           |           |           |           | 0                  | D              |
| GREP northern catchment infrastructure                        | G2.40       | Planning       |           |           |           |           |           | 10.3m              | L, S, F, D     |
| <b>Lara</b>                                                   |             |                |           |           |           |           |           |                    |                |
| Lara major drainage works                                     | L2.41       | Planned        |           |           |           |           |           | 70m                | L, D           |
| <b>Bellarine Peninsula</b>                                    |             |                |           |           |           |           |           |                    |                |
| Bellarine major drainage works                                | P2.42       | Planned        |           |           |           |           |           | 112m               | L, D           |
| <b>Southern Golden Plains</b>                                 |             |                |           |           |           |           |           |                    |                |
| Bannockburn centre main drainage upgrades                     | B2.43       | Planning       |           |           |           |           |           | 1m                 | L, D           |
| <b>Colac</b>                                                  |             |                |           |           |           |           |           |                    |                |
| Colac major drainage infrastructure                           | C2.44       | Concept *      |           |           |           |           |           | 4.5m               | L              |
| Apollo Bay drainage infrastructure                            | C2.45       | Planning       |           |           |           |           |           | 3.8m               | S, F           |
| <b>Gas</b>                                                    |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                               |             |                |           |           |           |           |           |                    |                |
| <b>South West (main transmission) Pipeline upgrades</b>       |             |                |           |           |           |           |           |                    |                |
| Compressor station Birregurra-Winchelsea                      | R2.46       | Planning       |           |           |           |           |           | 40m                | O              |
| Compressor station Stonehaven                                 | R2.47       | Planned        |           |           |           |           |           | 40m                | O              |
| Pipeline looping and extensions                               | R2.48       | Planned        |           |           |           |           |           | 250m               | O              |
| <b>Urban Geelong</b>                                          |             |                |           |           |           |           |           |                    |                |
| Transmission pipeline to south Geelong upgrade                | G2.49       | Planned        |           |           |           |           |           | 0                  | O, D           |
| Armstrong Creek growth area servicing                         | G2.50       | Planned        |           |           |           |           |           | 0                  | O, D           |
| <b>Lara</b>                                                   |             |                |           |           |           |           |           |                    |                |
| Lara distribution pipeline upgrade                            | L2.51       | Planned        |           |           |           |           |           | 0                  | O, D           |
| <b>Bellarine Peninsula</b>                                    |             |                |           |           |           |           |           |                    |                |
| Point Henry to Leopold-Drysdale transmission pipeline upgrade | P2.52       | Planned        |           |           |           |           |           | 0                  | O              |
| Bellarine Peninsula distribution pipeline upgrade             | P2.53       | Planned        |           |           |           |           |           | 0                  | O, D           |
| Ocean Grove distribution pipeline upgrade                     | P2.54       | Planned        |           |           |           |           |           | 0                  | O, D           |
| Point Lonsdale distribution pipeline upgrade                  | P2.55       | Planned        |           |           |           |           |           | 0                  | O              |
| <b>Bannockburn</b>                                            |             |                |           |           |           |           |           |                    |                |
| Gas servicing Bannockburn                                     | B2.56       | Feasibility    |           |           |           |           |           | 0                  | O, D           |
| <b>Torquay</b>                                                |             |                |           |           |           |           |           |                    |                |
| South Geelong to Torquay-Jan Juc transmission line extension  | T2.57       | Planned        |           |           |           |           |           | 0                  | O              |
| <b>Winchelsea</b>                                             |             |                |           |           |           |           |           |                    |                |
| Gas servicing Winchelsea                                      | W2.58       | Feasibility    |           |           |           |           |           | 0                  | O, D           |
| <b>Colac</b>                                                  |             |                |           |           |           |           |           |                    |                |
| Colac growth area servicing                                   | C2.59       | Planned        |           |           |           |           |           | 0                  | O, D           |
| <b>Electricity</b>                                            |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                          |             |                |           |           |           |           |           |                    |                |
| East Geelong Terminal Station                                 | G2.60       | Planned        |           |           |           |           |           | 100-150m           | O              |
| Marshall zone substation                                      | G2.61       | Planned        |           |           |           |           |           | 20m                | O              |
| <b>Lara</b>                                                   |             |                |           |           |           |           |           |                    |                |
| Lara zone substation                                          | L2.62       | Planned        |           |           |           |           |           | 20m                | O              |
| Avalon Airport zone substation                                | L2.63       | Planned        |           |           |           |           |           | 20m                | O              |
| <b>Bellarine Peninsula</b>                                    |             |                |           |           |           |           |           |                    |                |
| Ocean Grove zone substation                                   | P2.64       | Planned        |           |           |           |           |           | 20m                | O              |
| <b>Bannockburn</b>                                            |             |                |           |           |           |           |           |                    |                |
| Bannockburn zone substation                                   | B2.65       | Planned        |           |           |           |           |           | 20m                | O              |
| <b>Torquay</b>                                                |             |                |           |           |           |           |           |                    |                |
| Torquay zone substation                                       | T2.66       | Planned        |           |           |           |           |           | 20m                | O              |
| Lorne zone substation                                         | T2.67       | Planned        |           |           |           |           |           | 20m                | O              |
| <b>Alternative energy projects</b>                            |             |                |           |           |           |           |           |                    |                |
| Geelong Geothermal Power Project                              | R2.68       | Feasibility    |           |           |           |           |           | 100m               | S, F, O        |
| Mount Gellibrand wind farm                                    | R2.69       | 0              |           |           |           |           |           | 0                  | 0              |
| Winchelsea wind farm                                          | R2.70       | 0              |           |           |           |           |           | 0                  | 0              |

| Project title                                                     | Project Ref | Project status | 2013-2018 | 2018-2023 | 2023-2028 | 2028-2038 | 2038-2050 | \$ Cost indicative | Funding source |
|-------------------------------------------------------------------|-------------|----------------|-----------|-----------|-----------|-----------|-----------|--------------------|----------------|
| <b>Community facilities</b>                                       |             |                |           |           |           |           |           |                    |                |
| <b>Education</b>                                                  |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                              |             |                |           |           |           |           |           |                    |                |
| Regional Research and Information Centre                          | G3.01       | Planning       |           |           |           |           |           | 5m                 | S, F, O        |
| Centre for Advanced Design in Engineering Training (CADET)        | G3.02       | Construction   |           |           |           |           |           | 55m                | F, O           |
| Northern Geelong vocational training school                       | G3.03       | Feasibility    |           |           |           |           |           | 3-5m               | S              |
| Armstrong Creek trade training centre                             | G3.04       | Concept        |           |           |           |           |           | 10-15m             | F, O           |
| <b>Lara</b>                                                       |             |                |           |           |           |           |           |                    |                |
| Lara multipurpose community centre                                | L3.05       | Planning       |           |           |           |           |           | 10m                | D              |
| <b>Bellarine Peninsula</b>                                        |             |                |           |           |           |           |           |                    |                |
| Jetty Road neighbourhood centre                                   | P3.06       | Concept        |           |           |           |           |           | 1-2m               | L, S           |
| Ocean Grove early years hub and neighbourhood house redevelopment | P3.07       | Pre-construct  |           |           |           |           |           | 11m                | L, S           |
| <b>Bannockburn</b>                                                |             |                |           |           |           |           |           |                    |                |
| Bannockburn K-12 school                                           | B3.08       | Planning       |           |           |           |           |           | 35m                | S              |
| <b>Torquay</b>                                                    |             |                |           |           |           |           |           |                    |                |
| Surf Coast secondary college                                      | T3.09       | Planning       |           |           |           |           |           | 30m                | S              |
| <b>Health</b>                                                     |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                              |             |                |           |           |           |           |           |                    |                |
| Geelong Centre for Emerging Infectious Diseases                   | G3.10       | Pre-construct  |           |           |           |           |           | 12.1m              | F, O           |
| Geelong hospital expansion                                        | G3.11       | Pre-construct  |           |           |           |           |           | 103m               | S              |
| Geelong hospital multi-storey extension                           | G3.12       | Planning       |           |           |           |           |           | 650m               | S              |
| Epworth teaching hospital development                             | G3.13       | Construction   |           |           |           |           |           | 255m               | O              |
| Waurin Ponds community hospital                                   | G3.14       | Planning       |           |           |           |           |           | 85m                | S              |
| Corio-Norlane community health centre                             | G3.15       | Feasibility    |           |           |           |           |           | 40-60m             | S, O           |
| <b>Lara</b>                                                       |             |                |           |           |           |           |           |                    |                |
| Lara community health centre                                      | L3.16       | Concept        |           |           |           |           |           | 5-10m              | S              |
| <b>Bellarine Peninsula</b>                                        |             |                |           |           |           |           |           |                    |                |
| Drysdale community health centre upgrade                          | P3.17       | Pre-construct  |           |           |           |           |           | 3m                 | S              |
| Drysdale early years hub                                          | P3.18       | Planning       |           |           |           |           |           | 10m                | L, S           |
| Ocean Grove sub-acute facility                                    | P3.19       | Planning       |           |           |           |           |           | 7-10m              | S, F           |
| Point Lonsdale community health centre upgrade                    | P3.20       | Construction   |           |           |           |           |           | 3.2m               | F              |
| <b>Torquay</b>                                                    |             |                |           |           |           |           |           |                    |                |
| Torquay-Jan Juc childrens services hub                            | T3.21       | Feasibility    |           |           |           |           |           | 8m                 | L, S, F, O     |
| <b>Colac</b>                                                      |             |                |           |           |           |           |           |                    |                |
| Colac early years centre                                          | C3.22       | Concept        |           |           |           |           |           | 7.5m               | S, F           |
| Colac hospital expansion                                          | C3.23       | Concept        |           |           |           |           |           | 8-10m              | S              |
| <b>Arts and Culture</b>                                           |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                              |             |                |           |           |           |           |           |                    |                |
| Integrated regional library and heritage centre                   | G3.24       | Construction   |           |           |           |           |           | 45m                | L, S, F        |
| GPAC redevelopment                                                | G3.25       | Pre-construct  |           |           |           |           |           | 140m               | S, F           |
| Geelong Gallery expansion                                         | G3.26       | Feasibility    |           |           |           |           |           | 20-30m             | S, F           |
| Corio-Norlane sub-regional library expansion                      | G3.27       | Concept        |           |           |           |           |           | 2m                 | L, S           |
| Armstrong Creek sub-regional library                              | G3.28       | Planning       |           |           |           |           |           | 18m                | L, S, F        |
| <b>Lara</b>                                                       |             |                |           |           |           |           |           |                    |                |
| Lara permanent branch library                                     | L3.29       | Concept        |           |           |           |           |           | 8m                 | L, S           |
| <b>Bellarine Peninsula</b>                                        |             |                |           |           |           |           |           |                    |                |
| Leopold community hub                                             | P3.30       | Pre-construct  |           |           |           |           |           | 16m                | L, S, F        |
| Drysdale sub-regional library                                     | P3.31       | Concept        |           |           |           |           |           | 7.2m               | L, S           |
| Drysdale community and cultural precinct                          | P3.32       | Planning       |           |           |           |           |           | 8m                 | L, S, O        |
| Ocean Grove library expansion and upgrade                         | P3.33       | Concept        |           |           |           |           |           | 6m                 | L, S           |
| <b>Torquay</b>                                                    |             |                |           |           |           |           |           |                    |                |
| Torquay sub-regional library                                      | T3.34       | Planning       |           |           |           |           |           | 9m                 | L, S, F        |
| <b>Winchelsea</b>                                                 |             |                |           |           |           |           |           |                    |                |
| Winchelsea branch library                                         | W3.35       | Concept        |           |           |           |           |           | 8-10m              | L, S           |

| Project title                                         | Project Ref | Project status | 2013-2018 | 2018-2023 | 2023-2028 | 2028-2038 | 2038-2050 | \$ Cost indicative | Funding source |
|-------------------------------------------------------|-------------|----------------|-----------|-----------|-----------|-----------|-----------|--------------------|----------------|
| <b>Police &amp; Emergency Services</b>                |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                       |             |                |           |           |           |           |           |                    |                |
| Barwon Prison 40 bed high-security unit               | R3.36       | Construction   |           |           |           |           |           | 53m                | S              |
| <b>Urban Geelong</b>                                  |             |                |           |           |           |           |           |                    |                |
| Waurin Ponds emergency services complex               | G3.37       | Construction   |           |           |           |           |           | 15.6m              | S              |
| Armstrong Creek emergency services hub                | G3.38       | Planning       |           |           |           |           |           | 20-25m             | S              |
| <b>Bannockburn</b>                                    |             |                |           |           |           |           |           |                    |                |
| Bannockburn emergency services precinct               | B3.39       | Planning       |           |           |           |           |           | 5m                 | S              |
| <b>Colac</b>                                          |             |                |           |           |           |           |           |                    |                |
| Colac emergency services and courts facility          | C3.40       | Concept        |           |           |           |           |           | 15-20m             | S              |
| <b>Sport and Recreation</b>                           |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                       |             |                |           |           |           |           |           |                    |                |
| Simonds Stadium development completion                | R3.41       | Planning       |           |           |           |           |           | 140m               | L, S, F, O     |
| Regional trails network                               | R3.42       | Planning       |           |           |           |           |           | 35m                | S              |
| Regional motocross facility                           | R3.43       | Concept        |           |           |           |           |           | 4-5m               | L, S           |
| South-west Geelong basketball stadium                 | R3.44       | Planning       |           |           |           |           |           | 8m                 | L, S           |
| Southern Geelong regional aquatic centre              | R3.45       | Feasibility    |           |           |           |           |           | 20-25m             | L, S           |
| <b>Urban Geelong</b>                                  |             |                |           |           |           |           |           |                    |                |
| Stead Park 'wet pitch' hockey centre                  | G3.46       | Construction   |           |           |           |           |           | 2m                 | L, S           |
| Stead Park sporting facilities development            | G3.47       | Concept        |           |           |           |           |           | 8m                 | S              |
| Regional sports & entertainment centre                | G3.48       | Concept        |           |           |           |           |           | 5m                 | S, F           |
| Regional tennis hub                                   | G3.49       | Feasibility    |           |           |           |           |           | 6m                 | S, D           |
| Armstrong Creek soccer facility                       | G3.50       | Planning       |           |           |           |           |           | 12m                | S, F           |
| Corio Leisuretime Centre redevelopment                | G3.51       | Concept        |           |           |           |           |           | 10m                | L, S           |
| Eastern Park project                                  | G3.52       | Planning       |           |           |           |           |           | 10m                | L, S           |
| Geelong regional play space                           | G3.53       | Planning       |           |           |           |           |           | 2m                 | L, S           |
| Indoor bowls facility                                 | G3.54       | Concept        |           |           |           |           |           | 30m                | S, F           |
| Indoor highball sports facility                       | G3.55       | Planning       |           |           |           |           |           | 30-40m             | L, S           |
| <b>Lara</b>                                           |             |                |           |           |           |           |           |                    |                |
| You Yangs regional mountain bike facility             | L3.56       | Concept        |           |           |           |           |           | 5m                 | S              |
| <b>Bellarine Peninsula</b>                            |             |                |           |           |           |           |           |                    |                |
| Drysdale-Clifton Springs sub-regional sports precinct | P3.57       | Planning       |           |           |           |           |           | 30m                | L, S, F        |
| <b>Torquay</b>                                        |             |                |           |           |           |           |           |                    |                |
| Torquay indoor sports stadium                         | T3.58       | Feasibility    |           |           |           |           |           | 11m                | L, S, F, O     |
| <b>Winchelsea</b>                                     |             |                |           |           |           |           |           |                    |                |
| Moriac regional equestrian centre                     | W3.59       | Concept        |           |           |           |           |           | 2m                 | L, S           |
| <b>Colac</b>                                          |             |                |           |           |           |           |           |                    |                |
| Apollo Bay aquatic centre                             | C3.60       | Planning       |           |           |           |           |           | 10m                | S, F           |
| Apollo Bay loop trails                                | C3.61       | Feasibility    |           |           |           |           |           | 1m                 | S, F           |
| <b>Waste</b>                                          |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                       |             |                |           |           |           |           |           |                    |                |
| High-tech processing facility for residual waste      | R3.62       | Feasibility    |           |           |           |           |           | 50m                | S              |
| Temporary garden organics waste facility              | R3.63       | Planning       |           |           |           |           |           | 5m                 | L, S           |
| Processing facility for garden organics               | R3.64       | Concept        |           |           |           |           |           | 10-20m             | L, S           |
| <b>Urban Geelong</b>                                  |             |                |           |           |           |           |           |                    |                |
| Geelong Cleantech Centre of Excellence                | G3.65       | Planning       |           |           |           |           |           | 6-10m              | S, F           |
| Reorganisation of transfer facilities                 | G3.66       | Feasibility    |           |           |           |           |           | 5-10m              | L, S           |
| Timber recovery facilities                            | G3.67       | Planning       |           |           |           |           |           | 400m               | O              |
| <b>Bellarine Peninsula</b>                            |             |                |           |           |           |           |           |                    |                |
| Drysdale landfill expansion                           | P3.68       | Feasibility    |           |           |           |           |           | 10m                | L, S           |
| Queenscliff food organics processing plant            | P3.69       | Concept        |           |           |           |           |           | 1-2m               | L, S           |
| <b>Bannockburn</b>                                    |             |                |           |           |           |           |           |                    |                |
| Lethbridge animal incinerator and landfill            | B3.70       | Planning       |           |           |           |           |           | 50m                | O              |
| <b>Torquay</b>                                        |             |                |           |           |           |           |           |                    |                |
| Torquay transfer station                              | T3.71       | Feasibility    |           |           |           |           |           | 5-10m              | L, S           |
| Anglesea transfer station                             | T3.72       | Feasibility    |           |           |           |           |           | 5m                 | L, S           |
| <b>Colac</b>                                          |             |                |           |           |           |           |           |                    |                |
| Colac biogas facility                                 | C3.73       | Planning       |           |           |           |           |           | 25m                | O              |

| Project title                                                                     | Project Ref | Project status | 2013-2018 | 2018-2023 | 2023-2028 | 2028-2038 | 2038-2050 | \$ Cost indicative | Funding source |
|-----------------------------------------------------------------------------------|-------------|----------------|-----------|-----------|-----------|-----------|-----------|--------------------|----------------|
| <b>Business and Tourism</b>                                                       |             |                |           |           |           |           |           |                    |                |
| <b>Airports</b>                                                                   |             |                |           |           |           |           |           |                    |                |
| <b>Lara - Avalon Airport</b>                                                      |             |                |           |           |           |           |           |                    |                |
| Avalon Airport facilities expansion                                               | L4.01       | Concept        |           |           |           |           |           | 0                  | O              |
| Intermodal freight interchange                                                    | L4.02       | Concept        |           |           |           |           |           | 0                  | S, O           |
| Regional airport relocation                                                       | L4.03       | Planning       |           |           |           |           |           | 3m                 | S, O           |
| <b>Bannockburn</b>                                                                |             |                |           |           |           |           |           |                    |                |
| Lethbridge Airpark development                                                    | B4.04       | Planning       |           |           |           |           |           | 1.8m               | S, O           |
| <b>Ports and harbours</b>                                                         |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                                              |             |                |           |           |           |           |           |                    |                |
| Channel access and berthing improvements                                          | G4.05       | Feasibility    |           |           |           |           |           | 600-800m           | S, O           |
| Lascelles Wharf expansion                                                         | G4.06       | Concept        |           |           |           |           |           | 70m                | O              |
| Port facilities expansion to Point Wilson                                         | G4.07       | Concept        |           |           |           |           |           | N/A                | S, O           |
| <b>Bellarine Peninsula</b>                                                        |             |                |           |           |           |           |           |                    |                |
| Portarlington Safe Harbour project                                                | P4.08       | Planning       |           |           |           |           |           | 58m                | S, O           |
| Queenscliff ferry terminal upgrade                                                | P4.09       | Planning       |           |           |           |           |           | 14m                | L, S, O        |
| <b>Colac</b>                                                                      |             |                |           |           |           |           |           |                    |                |
| Apollo Bay harbour precinct redevelopment                                         | C4.10       | Planning       |           |           |           |           |           | 20m                | S, F           |
| <b>Agriculture</b>                                                                |             |                |           |           |           |           |           |                    |                |
| <b>Colac</b>                                                                      |             |                |           |           |           |           |           |                    |                |
| Colac Livestock Selling Centre redevelopment                                      | C4.11       | Concept        |           |           |           |           |           | 6.5m               | L, S           |
| <b>Urban Precincts</b>                                                            |             |                |           |           |           |           |           |                    |                |
| <b>Urban Geelong</b>                                                              |             |                |           |           |           |           |           |                    |                |
| Yarra Sreet Pier cruise ship berth                                                | G4.12       | Planning       |           |           |           |           |           | 33m                | L, S, O        |
| Geelong Convention and Exhibition Centre                                          | G4.13       | Planning       |           |           |           |           |           | 164m               | S, F, O        |
| Innovative employment hubs                                                        | G4.14       | Concept        |           |           |           |           |           | 4m                 | S, F, O        |
| NDIS headquarters establishment                                                   | G4.15       | Feasibility    |           |           |           |           |           | 25m                | S, (F)         |
| Waterworld site redevelopment Norlane                                             | G4.16       | Concept        |           |           |           |           |           | 5-20m              | L, S, O        |
| <b>Bellarine Peninsula</b>                                                        |             |                |           |           |           |           |           |                    |                |
| Point Lonsdale lighthouse reserve development                                     | P4.17       | Planning       |           |           |           |           |           | 0                  | L, O           |
| <b>Bannockburn</b>                                                                |             |                |           |           |           |           |           |                    |                |
| Bannockburn central shopping precinct                                             | B4.18       | Pre-construct  |           |           |           |           |           | 14m                | O              |
| <b>Torquay</b>                                                                    |             |                |           |           |           |           |           |                    |                |
| Torquay Surf City precinct                                                        | T4.19       | Feasibility    |           |           |           |           |           | 45m                | L, S, F, O     |
| Lorne Point Grey Precinct                                                         | T4.20       | Planning       |           |           |           |           |           | 5m                 | L, S           |
| <b>Colac</b>                                                                      |             |                |           |           |           |           |           |                    |                |
| Colac CBD & Entrances project                                                     | C4.21       | Planning       |           |           |           |           |           | 50m                | L, S, F        |
| Colac Beechy Precinct facilities                                                  | C4.22       | Pre-construct  |           |           |           |           |           | 8m                 | S, F           |
| <b>Environment projects</b>                                                       |             |                |           |           |           |           |           |                    |                |
| <b>Regional</b>                                                                   |             |                |           |           |           |           |           |                    |                |
| CCMA Regional Catchment Strategy major waterways enhancement and linkage projects | R5.01       | Pre-construct  |           |           |           |           |           | 15m                | L, S, F        |
| Implementation of Barwon River parklands projects                                 | R5.02       | Pre-construct  |           |           |           |           |           | 13.2m              | L, S, F        |
| <b>Strategies</b>                                                                 |             |                |           |           |           |           |           |                    |                |
| <b>Rivers &amp; parks</b>                                                         |             |                |           |           |           |           |           |                    |                |
| Regional Natural Assets and Open Space Strategy                                   | R5.03       | Concept        |           |           |           |           |           | N/A                | L, S           |
| Barwon-Otway Strategic Bushfire Management Plan                                   | R5.04       | Concept        |           |           |           |           |           | N/A                | L, S           |
| Moorabool River Health Strategy                                                   | R5.05       | Concept        |           |           |           |           |           | N/A                | L, S           |
| <b>Sea level rise</b>                                                             |             |                |           |           |           |           |           |                    |                |
| Coastal vulnerability assessment Surf Coast - Colac-Otway coast                   | R5.06       | Concept        |           |           |           |           |           | N/A                | L, S           |
| Coastal vulnerability assets management strategy                                  | R5.07       | Concept        |           |           |           |           |           | N/A                | L, S           |



Geelong Otway  
Tourism

**Memorandum  
of  
Understanding**

Extension  
Until the 30th June

**2014**



# MEMORANDUM OF UNDERSTANDING

between

## GEELONG OTWAY TOURISM INC.

Busport, Level 1, 48 Brougham Street, Geelong ("G.O.T.")

and

## MEMBER MUNICIPALITIES

comprising:

**GREATER GEELONG CITY COUNCIL** . . . . . 30 Gheringhap Street, Geelong  
**SURF COAST COUNCIL** . . . . . 1 Merrijig Dve, Torquay  
**COLAC OTWAY SHIRE COUNCIL** . . . . . 2 Rae Street, Colac  
**QUEENSCLIFFE BOROUGH COUNCIL** . . . . . 50 Learmonth Street, Queenscliff  
**GOLDEN PLAINS SHIRE** . . . . . 2 Pope Street, Bannockburn  
(collectively called "the Councils")

### RECITALS:

- A.** Geelong Otway Tourism is an association incorporated for the purposes of marketing and developing tourism within the municipal districts of the member Councils.
- B.** Geelong Otway Tourism has prepared and adopted the attached Business Plan, which details the marketing and development initiatives, and performance targets have been established to monitor performance.
- C.** The Councils are members of Geelong Otway Tourism. The annual subscription fee shall be determined as per the ratio contribution outlined under Resourcing 1.5, and in consultation with the CEO's of the Councils and the Executive Director of Geelong Otway Tourism. In lieu of payment of the annual subscription the Greater Geelong City Council meets the administrative and staffing costs of Geelong Otway Tourism.
- D.** The tourism industry as represented through the local tourist organisations and municipal tourism committees funds the marketing program of Geelong Otway Tourism through annual subscription and direct advertising. The marketing budget is further supplemented by sponsorship and relevant Federal and State Government grants.
- E.** In order to achieve greater certainty of Council support for Geelong Otway Tourism over the period and commitment from Geelong Otway Tourism to the implementation of the business plan, the parties have recorded their understanding of the relationship and obligations between the parties. The parties as signatories to this document understand and record the following:

## **1. RESOURCING**

1. Geelong Otway Tourism will dedicate financial resources to the implementation of the regional marketing and development initiatives as detailed in the business plan.
2. The City of Greater Geelong having regard to its overall budgetary constraints shall continue to provide at its cost, resources to staff accommodate and allow effective administration of Geelong Otway Tourism.
3. The City of Greater Geelong shall continue to provide dedicated resources to Geelong Otway Tourism to seek, and support conferences and meetings, within the municipality.
4. The City of Greater Geelong shall continue to provide dedicated resources to Geelong Otway Tourism to coordinate the staffing (volunteers and council staff) and operations of the local and regional Visitor Information Centres located within the municipality.
5. The Councils will continue to provide financial resources to Geelong Otway Tourism via annual subscription to support staffing, administration, marketing and development initiatives as detailed in the business plan. The ratio of contribution between each Council shall be at the fixed rate of:
  - City of Greater Geelong 86.5%
  - Surf Coast Shire 6.0%
  - Colac Otway Shire 6.0%
  - Golden Plains Shire 0.5%
  - Borough of Queenscliffe 1.0%
6. In addition to this the municipal membership annual contribution will also be adjusted by the increase in CPI movements.
7. The Councils will each be responsible for the provision of dedicated staff to further develop and coordinate local tourism whilst recognising that Geelong Otway Tourism will be the primary body promoting the region on behalf of the industry as represented by the local associations and the member Councils.
8. Geelong Otway Tourism will support Councils to attract tourism related investment and tourism infrastructure and where appropriate will work closely with Councils' Economic Development Boards and relevant Council officers.

## **2. ACCOUNTABILITY & COMMUNICATION**

9. Geelong Otway Tourism will present to the Councils an acceptable annual progress report that details performance against key targets established in the business plan and outlines the marketing program and key result areas to be achieved by the board in the forthcoming financial year.
10. Geelong Otway Tourism will provide Council with regular statistical reports relating to the tourism performance of the region.
11. The Executive Director of Geelong Otway Tourism will, consult with Councils' Chief Executive Officers prior to establishing Councils annual subscriptions. To allow for Council budget consideration this will occur by May 31 each year.

**12.** The Councils recognise the independent role, structure, mission and expertise of Geelong Otway Tourism and understands the function includes being an independent advocate for the tourism industry. This role also includes being a tourism industry voice in the local and national media.

**13.** Geelong Otway Tourism will on request attend any Council meeting to discuss / present tourism related issues.

**14.** Geelong Otway Tourism in addition to holding board meetings approximately every six weeks and will regularly communicate with Councils, relevant staff and the industry membership of the local associations.

**15.** The Councils will encourage local and municipal tourism officers to attend regular designated staff meetings with Geelong Otway Tourism staff, and to communicate with the Geelong Otway Tourism office on a regular basis.

**16.** Geelong Otway Tourism will instigate and maintain a program of communication with members through local associations that ensures members are fully informed of Board activities and marketing program.

### **3. VISITOR INFORMATION CENTRES**

**17.** The staffing, management and operations of Local Visitor Information Centres will be the responsibility of Councils, nominated bodies of Councils or Local Associations.

**18.** The Councils recognise the regional role of the Geelong Great Ocean Road Visitor Information Centre located at Little River (proposed to relocate during the term of the M.O.U.).

**19.** Geelong Otway Tourism will coordinate the implementation of consistent display and distribution policies for all Visitor Information Centres in the region.

**20.** Visitor Information Centre Co-ordinators from the Geelong Otway Region will meet on a regular basis to co-ordinate training, management and centre operations and to distribute relevant marketing materials.

### **4. SUSTAINABLE TOURISM**

**21.** The Councils recognise the strengths and benefits of a sustainable tourism approach that will ensure the long-term survival of the tourism industry and to encourage industry best practice.

**22.** Geelong Otway Tourism will coordinate the implementation of sustainable tourism initiatives in conjunction with local and municipal officers and will communicate progress to municipal partners as part of annual reporting procedures.

**23.** Geelong Otway Tourism will support the Councils efforts to attract funding for additional sustainable tourism initiatives. Geelong Otway Tourism will continue to source State and Federal funding support for regional initiatives.

**24.** The Councils will promote the local initiatives and encourage participation in their implementation through communications with local communities and other key stakeholders.

## **5. GENERAL**

**25.** Geelong Otway Tourism will not expand its membership base to include new municipal members unless agreed to by the board and all existing municipal members.

**26.** Geelong Otway Tourism will coordinate industry training and tourism policy formulation to ensure a consistent approach and application to tourism across the region.

**27.** If any dispute or difference arises between the parties in carrying out the principles of this memorandum of understanding, the parties will seek bona fide to resolve that difference or dispute between them. Should a Council wish to withdraw its membership of Geelong Otway Tourism then written notice must be given twelve months in advance of ceasing membership. Such notice will allow appropriate modifications to the business plan and budget process.

**28.** Notwithstanding clause 27. each party maintains the right to exercise its individual powers as it sees fit. This memorandum of understanding lapses one year after the date it is signed and may be renewed or renegotiated by further agreement between the parties.

**29.** Due to the current Tourism Structure Review, a review will be conducted each quarter. This Memorandum of Understanding will cease ONLY if a new structure is agreed upon by all parties during the 2013-14 period.

**30.** Due to the current Tourism Structure Review, subscription as outlined under clause 5. will be invoiced at the commencement of each quarter to Surf Coast Shire Council, Colac Otway Shire Council, Borough of Queenscliffe Council and Golden Plains Shire Council. Greater Geelong City Council will continue resourcing via the current 2013-14 budget provisions as approved by Council in the 2013-14 Greater Geelong City Council budget process.

Geelong Otway Tourism Memorandum of Understanding  
Extension Until the 30th June 2014

DATED this ..... day of .....2013

SIGNED on behalf of: )  
**GEE LONG OTWAY TOURISM INC.** )  
by its duty authorised representative: )

.....  
Witness

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

.....  
Witness

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

.....  
Witness

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

.....  
Witness

SIGNED on behalf of the: )  
**BOROUGH OF QUEENSCLIFF COUNCIL** )  
by its duty authorised representative: )

.....  
Witness

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

.....  
Witness



6 June 2013

Mr Rob Small  
Chief Executive Officer  
Colac Otway Shire  
Level 1, 61-65 Gellibrand Street  
COLAC VIC 3250

Dear Rob

**Annual Municipal Contribution to Geelong Otway Tourism Inc 13/14**

Please find attached to this letter a copy of the Geelong Otway Tourism Memorandum of Understanding (MOU) for 2013-14. This MOU has been compiled due to the current Tourism Structure Review in place and need to roll over the agreement until a new Tourism Structure has been negotiated and planned in consultation with all Municipal Partners and State Government. We have been advised to organise this extension due to the current arrangements with the Great Ocean Road Interim Tourism Board working towards implementation of a new structure after further consultation.

It should be noted that the MOU is identical to the current MOU in place until 30 June 2013. As per last year, the following clauses are included to ensure flexibility due to potential change which may occur during the MOU period:

**29.** Due to the current Tourism Structure Review, a review will be conducted each quarter. This Memorandum of Understanding will cease ONLY if a new structure is agreed upon by all parties during the 2013-14 period.

**30.** Due to the current Tourism Structure Review, subscription as outlined under clause 5. will be invoiced at the commencement of each quarter to Surf Coast Shire Council, Colac Otway Shire Council, Borough of Queenscliffe Council and Golden Plains Shire Council. Greater Geelong City Council will continue resourcing via the current 2013-14 budget provisions as approved by Council in the 2013-14 Greater Geelong City Council budget process.

As per the extension of the Memorandum of Understanding (MOU) – until 30<sup>th</sup> June, 2014 Clauses 5 and 6, Geelong Otway Tourism has calculated your Municipalities commitment for 2013-14.

Generally every year the calculation is determined based on the City of Greater Geelong's (COGG's) contribution as well as maintaining the ratio as established in the MOU. In addition to the above the calculation also reflects movements in the Consumer Price Index. This year there was minimal movement in the City of Greater Geelong's contribution in comparison to previous years.

Based on this I am pleased to advise you that the contribution for 2013-14 will be based on last years' subscription of \$78,198.94 plus \$2,345.97 being CPI increase of 3%, being a total of \$80,544.91 (plus gst). Due to Clause 30, it is proposed the contribution will be invoiced quarterly at an amount of \$20,138.73 (plus gst).

Rob, thank you again for Colac Otway Shire's contribution to Geelong Otway Tourism during this interim period. Please confirm your acceptance of the MOU via returning a signed copy.

Yours sincerely

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

**BRETT INCE**  
Business Manager

Level 1 - 48 Brougham St  
Geelong 3220  
Victoria Australia  
Telephone: 03 5223 2588  
Facsimile: 03 5223 2069  
International: 61 3 5223 2588  
admin@visitgeelongotway.com  
www.visitgeelongotway.com  
ACN: 490 284 220  
ABN: 28 990 691 173



**PRINCIPAL PARTNERS**

Geelong Region  
Community Board branches  
Bendigo Bank



SEARCHABLE SERIES

**EXECUTIVE PARTNER**

LBW Chartered Accountants

**GREEN PARTNER**

WYNDHAM  
Torquay





**TOURISM ECONOMIC IMPACT  
ANALYSIS  
COLAC OTWAY SHIRE**



**REPORT PREPARED FOR  
COLAC OTWAY SHIRE  
in partnership with  
GEELONG OTWAY TOURISM  
2012**

Colac Otway Shire – Tourism Economic Impact Analysis

## Colac Otway Shire: Tourism Economic Impact Analysis

This project has been conducted by Compelling Economics Pty Ltd

### Project Team

Matthew Nichol  
Principal Economist

Shayne Campi  
Research Officer

January 2012

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### DISCLAIMER

*All figures and data presented in this document are based on data sourced from the Australia Bureau of Statistics (ABS) and other government agencies. Using ABS datasets, the regional economic modelling software REMPLAN, developed by Compelling Economics Pty Ltd has been applied to generate industrial economic data estimates. This document is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, Compelling Economics does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any suggestions mentioned in the report is wholly the responsibility of the party concerned. Compelling Economics advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any action and accept no responsibility for the consequences of pursuing any of the findings or actions discussed in the document.*

### RESOURCES

All modelling has been undertaken using REMPLAN™ software that has been authored by Principal Research Fellow (ret.), Ian Pinge, at La Trobe University Bendigo.



[info@compellingeconomics.com.au](mailto:info@compellingeconomics.com.au)

Colac Otway Shire – Tourism Economic Impact Analysis

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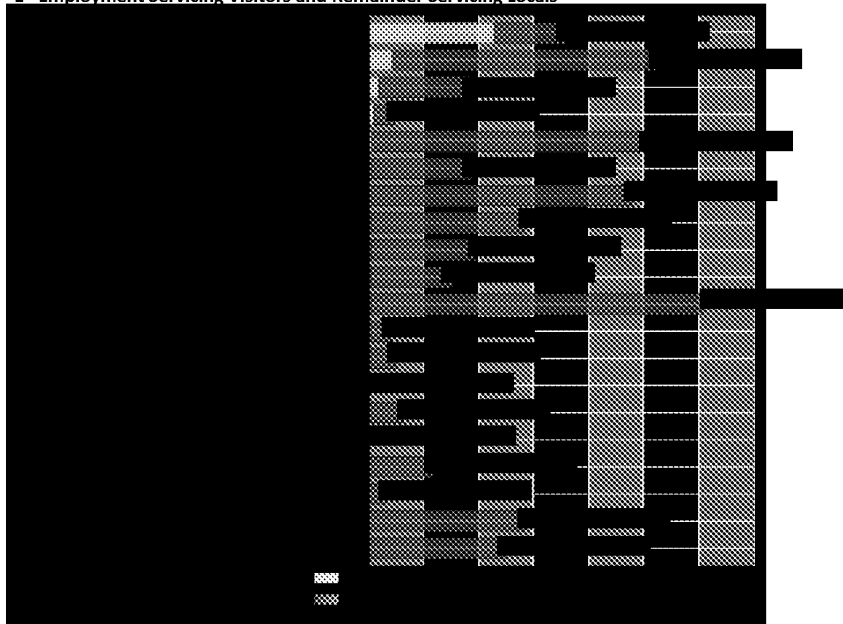
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Colac Otway Shire – Tourism Economic Impact Analysis

## 1. Executive Summary

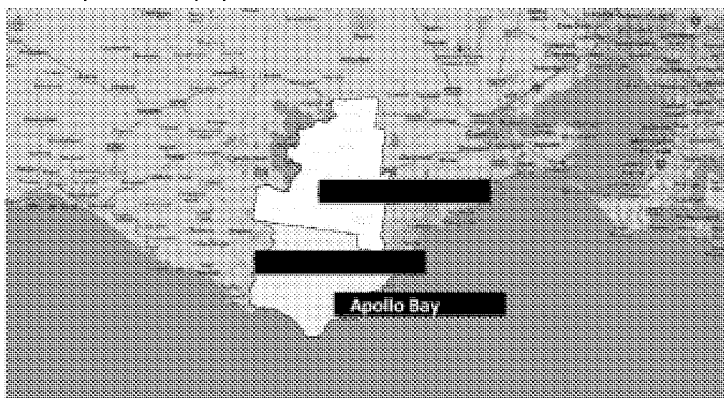
Colac Otway Shire is part of the broader Great Ocean Road that spans over 200 km from the City of Greater Geelong in the East through to Glenelg Shire in the West which meets the border with South Australia. The Great Ocean Road region supports an estimated 126,404 jobs, of which 8,639 jobs are in the Colac Otway Shire. A key objective of this study has been to estimate the proportion of these jobs that are supported by the demand for goods and services by visitors to the municipality, as opposed to demand by local residents.

ES – 1 Employment Servicing Visitors and Remainder Servicing Locals



Of the 8,639 people employed in the Colac Otway Shire, it is estimated that demand by visitors for goods and services supports 643 jobs (highlighted in yellow above). That is, the Tourism sector represents 7.4 % of total employment in the Colac Otway Shire; compared to 5.6 % for the broader Great Ocean Road region. The major tourism related activities in Colac Otway include accommodation & food Services (455 jobs), retail trade (86 jobs) and arts & recreation Services (35 jobs). The map below highlights concentrations of tourism jobs across Colac Otway Shire.

ES - 2 Key Tourism Employment Locations



Colac Otway Shire – Tourism Economic Impact Analysis

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The Tourism sector in Colac Otway Shire is estimated to generate \$104.7 Million in annual economic output. The industries contributing most to the Colac Otway Shire's Tourism sector are those that are the greatest beneficiaries of expenditure by visitors. On average, for each dollar spent by a visitor to Colac Otway Shire \$0.61 is for accommodation & food Services, \$0.09 for ownership of dwellings, \$0.08 for retail trade, and \$0.08 for transport.

For every dollar of direct expenditure by visitors to Colac Otway Shire, the broader local economy is estimated to benefit by a further \$0.65 once flow-on industrial and consumption effects are taken into consideration. This can also be expressed as a tourism output multiplier of 1.650.

An important finding in the report is that industry sectors benefiting from visitor expenditure in Colac Otway Shire include 'Financial & Insurance Services' and 'Professional, Scientific & Technical Services', despite these sectors not typically having direct connections to tourists. This highlights the fact that the region's economy is an interconnected system where direct benefits to one industry will ripple to the economy to impact on all sectors to varying degrees.

Applying the tourism industry multiplier of 1.650 to the total output generated by Colac Otway Shire's Tourism sector of \$104.7 Million, the total value (direct + industrial + consumption) of tourism to the municipality's economy is estimated at up to \$172.7 Million. This economic output is estimated to support 937 jobs in the region.

Colac Otway Shire – Tourism Economic Impact Analysis

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## **2. Introduction**

### **2.1 Purpose and Aim**

This report has been prepared for the Colac Otway Shire in partnership with Geelong Otway Tourism, with the aim of detailing the benefits of tourism for the Local Government Area (LGA) of Colac Otway Shire.

### **2.2 Intended Outcomes**

This report will detail the unique structure of tourism for the Colac Otway Shire. The report will examine the contribution made to the Colac Otway Shire by the various industry sectors that comprise the tourism industry and will highlight the importance of the tourism industry to the Colac Otway Shire.

### **2.3 Scope of Work**

This report examines the role and contributions of tourism to the economy of the Colac Otway Shire. Tourism is viewed in terms of an amalgam of activities such as retail, accommodation, cafes & restaurants, and cultural & recreational services, and is unique to each region. Visitation encompasses all people spending money in the region that do not usually live or work in the region.<sup>1</sup> This includes both Australians and overseas visitors. This visitation includes recreational tourism, people visiting friends and relatives, business travellers and also people visiting to access services such as retail, health, education and government services.

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<sup>1</sup> As per Tourism Research Australia's definition of tourism related visitation

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Colac Otway Shire – Tourism Economic Impact Analysis

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## **2.4 Methodology**

REMPPLAN models are built on the latest available datasets sourced from the Australian Bureau of Statistics (ABS) and Tourism Research Australia (TRA). The underlying ABS and TRA datasets used are:

- ABS, Journey to Work data from the 2006 Census of Population and Housing
- ABS, 2006/2007, ABS, National Input/Output Tables
- ABS, June 2010 estimates of Victoria's Gross State Product
- ABS, 2010, Tourism Satellite Account
- 2009/2010, Tourism Research Australia, Regional Tourism Profile; Western Region

These datasets have been used to build REMPLAN Tourism datasets, detailing the economic contributions of Tourism alongside estimates for other industry sectors for Colac Otway Shire.

Under the methodological approach applied in this report the economic contributions of the Tourism sector are determined by the number of local tourism related jobs as a proportion of the total tourism related jobs across the country. Therefore, the greater the number of local jobs in tourism intensive sectors such as accommodation, the greater the estimate of the area's tourism product output, and the greater the area's proportionate contribution to Australia's tourism product output. The estimate of Colac Otway Shire's tourism product output, added to that of all other municipalities across the nation, in total equals the latest estimate of Australia's tourism product output from the Australian Bureau of Statistics' Tourism Satellite Account.

It is important to note that most tourism analysis undertaken in the past relied upon Tourism Research Australia estimates of average visitor expenditure for the region multiplied by the estimated number of visitors to the area. This approach can in some circumstances lead to anomalies such as over estimating the value of tourism output relative to the output associated with servicing demand for goods and services by local people. The employment based approach applied in this report removes the potential for such anomalies to arise as the number tourism jobs in an area is always a sub-component of the overall level of employment.

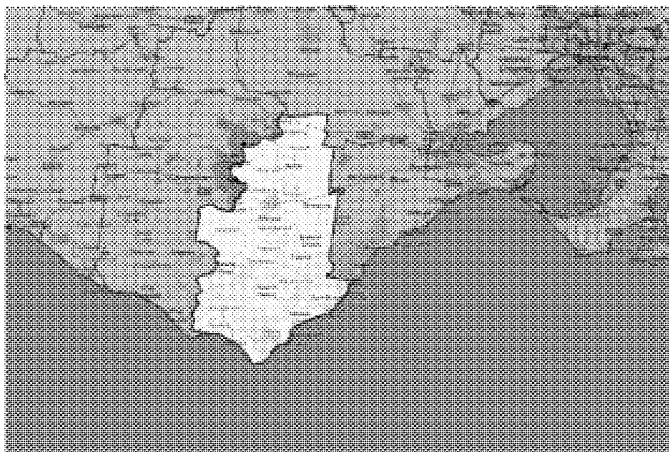
Colac Otway Shire – Tourism Economic Impact Analysis

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## **2.5 Region Definition**

The economic impact analysis has been undertaken in the context of the LGA boundaries of Colac Otway Shire.

**Map 2-1 Colac Otway Shire**



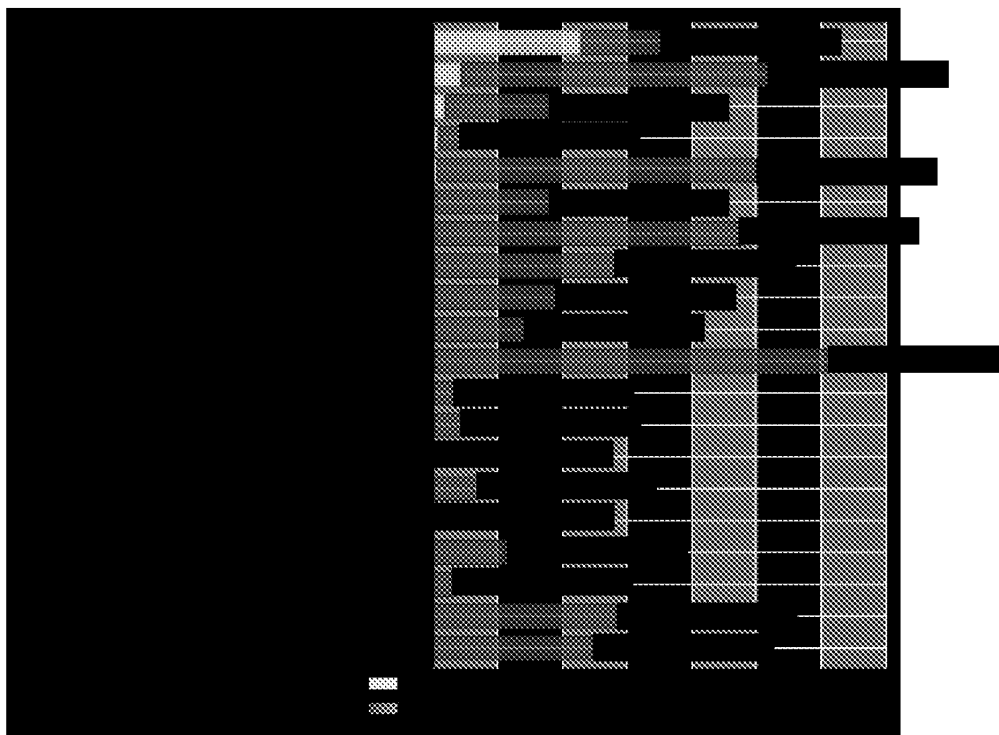
Source: REMPLAN MapBuilder

Colac Otway Shire – Tourism Economic Impact Analysis

### 3. Tourism – Colac Otway Shire

Tourism is an amalgam of activities. The figure below presents estimates of the proportion of industry sector employment that is servicing demand from visitors to Colac Otway Shire. The remainder is the estimated proportion of employment attributable to servicing demand from local businesses and consumers.

Figure 3-1 Employment Servicing Visitors and Remainder Servicing Locals

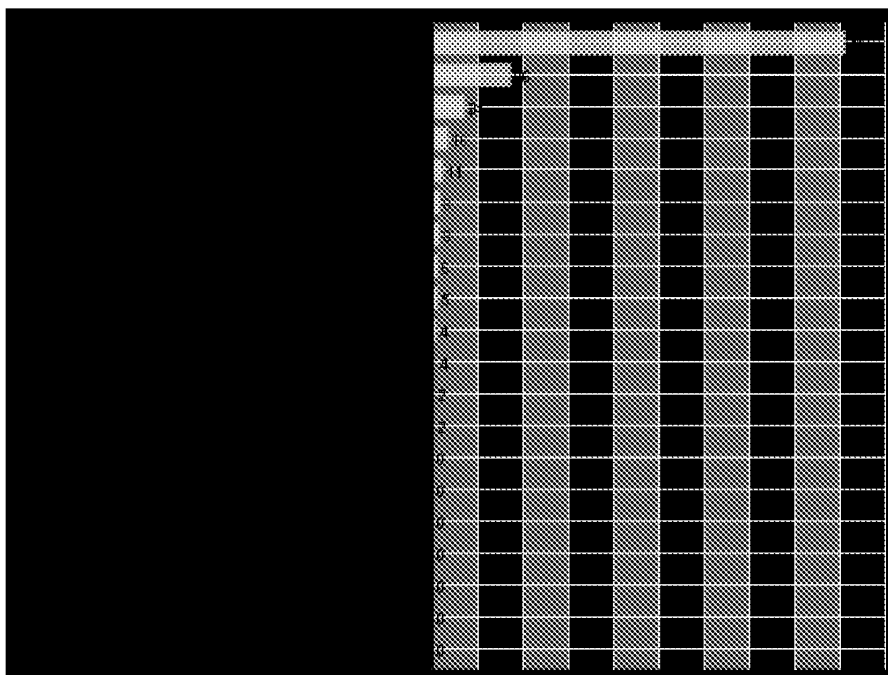


Source: REMPLAN Tourism Analysis Module, July 2011

In total, the Colac Otway Shire economy supports 8,639 jobs. The Accommodation and Food Services sector employs 710 people of which it is estimated that 455 people (64.1 %, depicted in gold above) are employed to service demand for goods and services from visitors to Colac Otway Shire. In the figure below the 'gold' tourism component of Figure 3-1 is presented separately.

Colac Otway Shire – Tourism Economic Impact Analysis

Figure 3-2 Employment Attributable to Tourism (Jobs)



Source: REMPLAN Tourism Analysis Module, July 2011

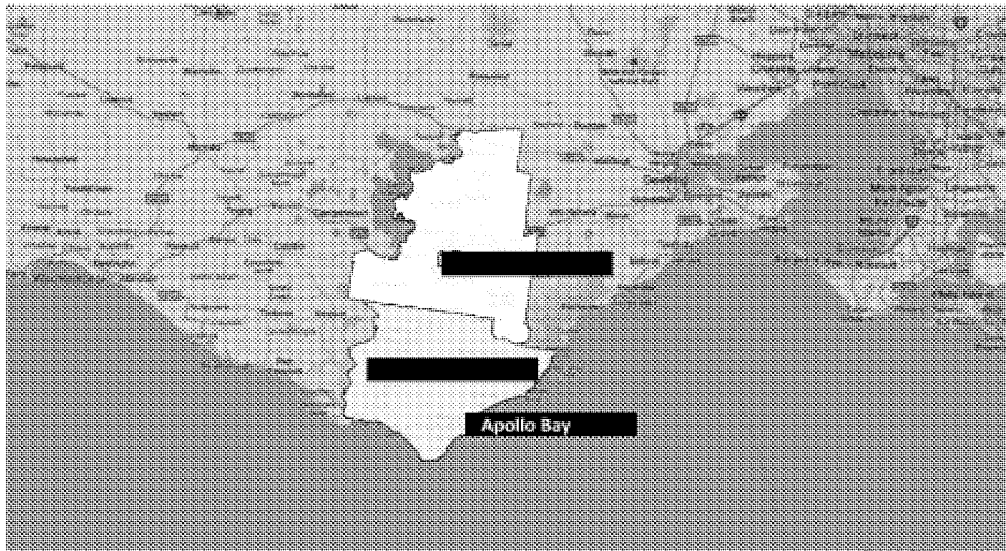
This report shows the number of jobs in each industry sector in Colac Otway Shire which service demand generated by tourists to the area. It is estimated that the Tourism sector in Colac Otway Shire employs 643 people in total; 455 people in Accommodation and Food Services, 86 people in Retail Trade, 35 people in Transport, Postal and Warehousing and 16 people in Arts and Recreation Services. These top four sectors in terms of tourism employment, when combined, represent 593 jobs, or 92.2 % of total tourism related employment. Tourism sector jobs represent 7.4 % of total employment in the region.

Across the broader Great Ocean Road region of which Colac Otway Shire is a part of, the Tourism sector is estimated to employ 7,098 people, which represents 5.6 % of total jobs.

Colac Otway Shire – Tourism Economic Impact Analysis

The total tourism related employment estimate for Colac Otway Shire is 643 jobs. The Accommodation & Food Services sector contributes 455 jobs, or 70.8 % to total tourism related employment. The map below highlights the concentrations of accommodation and food services jobs in Colac Otway Shire. The highest concentrations are found in the destination zones<sup>2</sup> of Colac, Apollo Bay, and Beech Forest.

Map 3-1 Tourism Employment Locations



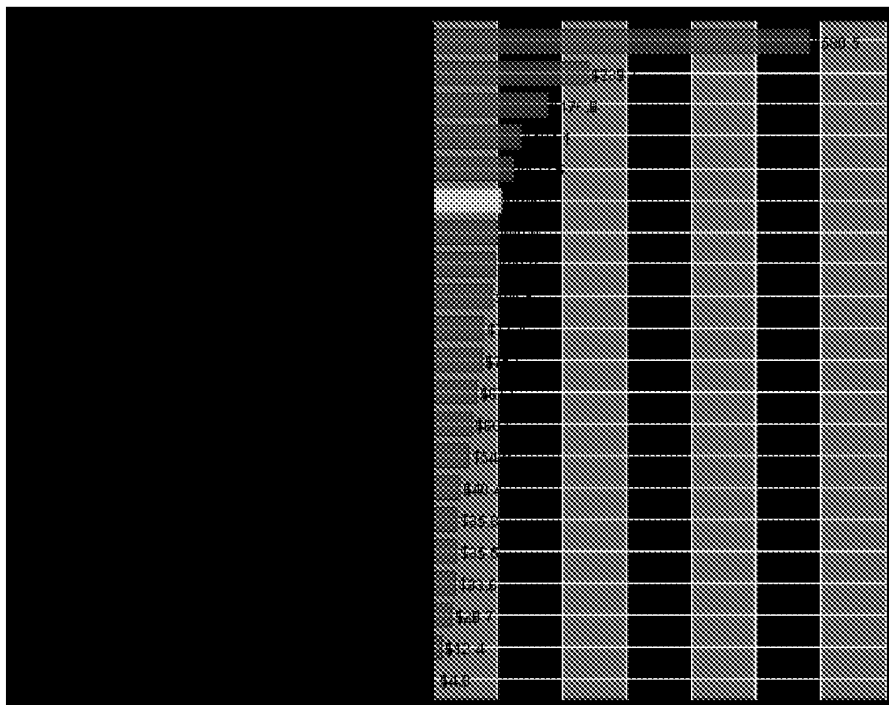
Source: REMPLAN, July 2011

The Accommodation & Food Services sector employment figures are based on the Australian Bureau of Statistics place of work employment data from the 2006 Census and provide insights regarding the degree to which the respective destination zones attract and service visitors.

<sup>2</sup> As defined by the Australian Bureau of Statistics, destination zones are a spatial unit used to code Place of Work (POW) data; the boundaries are defined by each State/Territory Transport Authority.

Colac Otway Shire – Tourism Economic Impact Analysis

Figure 3-3 Tourism Output (\$ Million)



Source: REMPLAN Tourism Analysis Module, July 2011

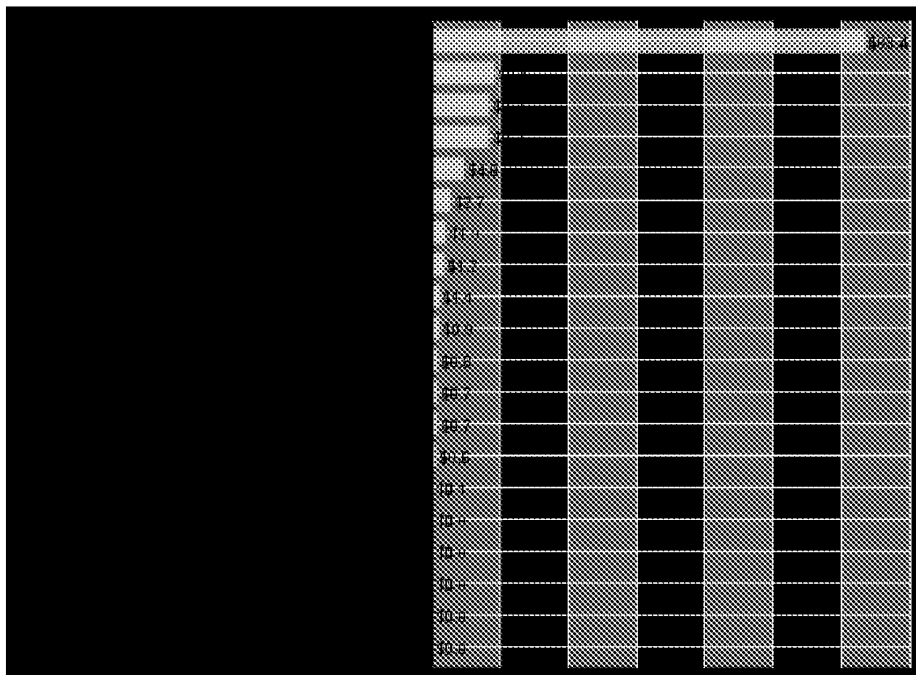
This figure shows the gross revenue generated by business and organisations in Colac Otway Shire. The total output<sup>3</sup> estimate for Colac Otway Shire is \$2.172 Billion. The 643 people employed in the Tourism sector in Colac Otway Shire are estimated to generate over \$104 Million in direct economic output. The Tourism sector contributes \$104.691 Million, or 4.8 % of total output.

Across the broader Great Ocean Road region of which Colac Otway Shire is a part of, the Tourism sector is estimated to contribute 2.9 % to total output.

<sup>3</sup> Output data represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income. The output generated to service demand from visitors for each industry sector has been estimated through applying industry profiles from the Australian Bureau of Statistics Tourism Satellite Account and consolidated into a separate Tourism sector, shown highlighted in gold in the graph.

Colac Otway Shire – Tourism Economic Impact Analysis

Figure 3-4 Output Attributable to Tourism (\$ Million)

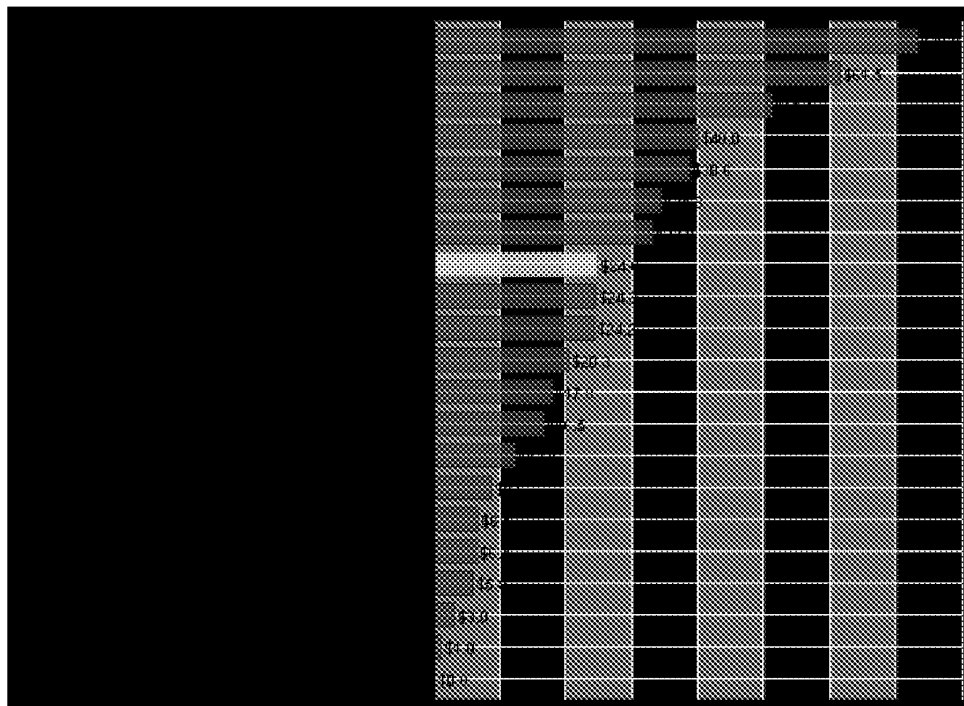


Source: REMPLAN Tourism Analysis Module, July 2011

The industries contributing to the Colac Otway Shire Tourism sector are detailed in the figure above. The total value of tourism related output for Colac Otway (\$) is estimated at \$104.691 Million. The Accommodation & Food Services sector contributes \$63.434 Million, or 60.6 % of total tourism related output.

Colac Otway Shire – Tourism Economic Impact Analysis

Figure 3-5 Tourism Wages & Salaries (\$ Million)



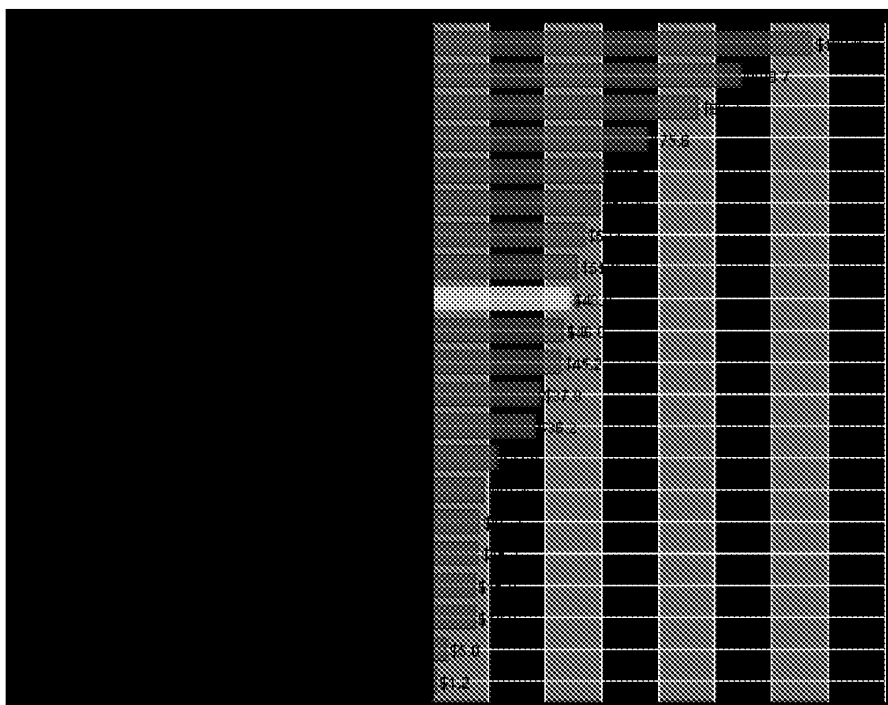
Source: REMPLAN Tourism Analysis Module, July 2011

This figure shows the wages and salaries paid to employees who work in Colac Otway Shire. The total wages and salaries estimate for Colac Otway Shire is \$502.905 Million. The 643 people employed in the Tourism sector in Colac Otway Shire are estimated to receive over \$24 Million in wages and salaries. The Tourism sector contributes \$24.574 Million, or 4.9 % of total wages and salaries. Of the \$24.574 Million in wages and salaries paid to Tourism sector workers a proportion is expected to be used for consumption, and a proportion of this consumption is expected to be captured within Colac Otway Shire.

Across the broader Great Ocean Road region of which Colac Otway Shire is a part of, the Tourism sector is estimated to contribute 3.7 % to total wages and salaries.

Colac Otway Shire – Tourism Economic Impact Analysis

Figure 3-6 Tourism Value-Added (\$ Million)



Source: REMPLAN Tourism Analysis Module, July 2011

The value that is added by industry sectors in Colac Otway (\$) to intermediate inputs are presented in the figure above. The total value-added<sup>4</sup> estimate for Colac Otway (\$) is \$959.445 Million. The Tourism sector contributes \$48.762 Million, or 5.1 % of total value-added.

Value added represents the contributions that industries make to Colac Otway's Gross Regional Product (GRP)<sup>5</sup>, which is estimated at \$1.048 Billion.

<sup>4</sup> Value Added data represents the marginal economic value that is added by each industry sector in a defined region. Value Added can be calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector. Or alternatively, by adding the wages & salaries paid to local employees, the gross operating surplus and taxes on products and production. Value Added by industry sector is the major element in the calculation of Gross Regional Product.

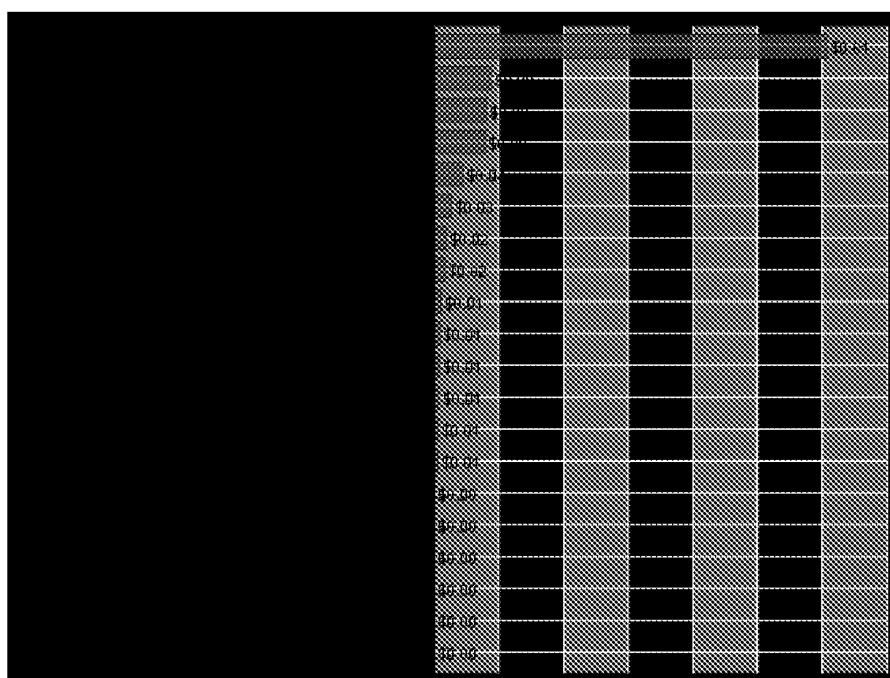
<sup>5</sup> GRP is the total value added to final goods and services produced in the region over the period of one year; this includes exports but excludes imports. This methodology is the same as that used to calculate Gross Domestic Product (GDP) at a national level. GRP can be measured by adding up all forms of final expenditure, including consumption by households, consumption by governments, additions or increases to assets (minus disposals) and exports (minus imports). The expenditure approach does not include intermediate expenditure, as this would lead to double counting (e.g. the wheat and flour in a loaf of bread). GRP can also be measured by adding up all incomes earned by individuals (wages and salaries), firms (gross operating surplus or profits) and governments (taxes on products or services).

Colac Otway Shire – Tourism Economic Impact Analysis

## 4. Supply Chains

The Tourism sector in Colac Otway Shire is estimated to generate \$104.691 Million in annual economic output. The industries contributing the most to the Tourism sector are those that are the greatest beneficiaries of expenditure by visitors. The figure below provides insights regarding how the Colac Otway Shire economy benefits from each dollar spent by a tourist.

Figure 4-1 Distribution of each \$1 spent by a visitor – Colac Otway Shire



Source: REMPLAN Tourism Analysis Module, July 2011

For each dollar spent by a tourist in Colac Otway Shire, it is estimated that typically \$0.61 is spent on accommodation & food services, \$0.09 on ownership of dwellings and \$0.08 on retail trade. This data provides the basis for understanding the likely direct benefits for Colac Otway Shire should visitation and the associated expenditure increase.

Under an increased visitor expenditure scenario it is anticipated that indirect or flow-on benefits would also be realised in the region's economy. Increased visitation would boost the revenue generated by tourism related business, which would increase their demand for intermediate goods and services, some of which are likely to be sourced locally. The flow-on benefits associated with purchases of local intermediate goods and services are referred to as industrial effects.

Increased demand for local goods and services by visitors would typically correspond to job creation and the payment of additional wages and salaries, delivering further consumption related benefits for the region's economy.

Colac Otway Shire – Tourism Economic Impact Analysis

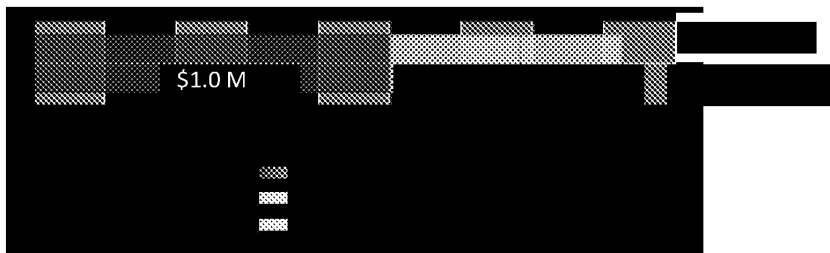
Figure 4-2 \$1 Million Visitor Expenditure Scenario, Economic Impacts – Colac Otway Shire

| Output                                        | Direct Effect (\$M) | Industrial Effect (\$M) | Consumption Effect (\$M) | Total (\$M)    |
|-----------------------------------------------|---------------------|-------------------------|--------------------------|----------------|
| Agriculture, Forestry & Fishing               |                     | \$0.028                 | \$0.007                  | \$0.035        |
| Mining                                        |                     | \$0.001                 | \$0.000                  | \$0.001        |
| Manufacturing                                 | \$0.040             | \$0.055                 | \$0.022                  | \$0.117        |
| Electricity, Gas, Water & Waste Services      |                     | \$0.009                 | \$0.004                  | \$0.013        |
| Construction                                  |                     | \$0.020                 | \$0.004                  | \$0.025        |
| Wholesale Trade                               | \$0.010             | \$0.032                 | \$0.022                  | \$0.064        |
| Retail Trade                                  | \$0.080             | \$0.017                 | \$0.037                  | \$0.134        |
| Accommodation & Food Services                 | \$0.600             | \$0.005                 | \$0.024                  | \$0.629        |
| Transport, Postal & Warehousing               | \$0.080             | \$0.026                 | \$0.010                  | \$0.116        |
| Information Media & Telecommunications        | \$0.010             | \$0.021                 | \$0.008                  | \$0.039        |
| Financial & Insurance Services                |                     | \$0.020                 | \$0.020                  | \$0.040        |
| Rental, Hiring & Real Estate Services         | \$0.100             | \$0.024                 | \$0.069                  | \$0.193        |
| Professional, Scientific & Technical Services |                     | \$0.029                 | \$0.007                  | \$0.035        |
| Administrative & Support Services             | \$0.020             | \$0.054                 | \$0.007                  | \$0.081        |
| Public Administration & Safety                |                     | \$0.005                 | \$0.001                  | \$0.006        |
| Education & Training                          | \$0.010             | \$0.002                 | \$0.011                  | \$0.023        |
| Health Care & Social Assistance               | \$0.010             | \$0.000                 | \$0.015                  | \$0.025        |
| Arts & Recreation Services                    | \$0.030             | \$0.003                 | \$0.005                  | \$0.038        |
| Other Services                                | \$0.010             | \$0.012                 | \$0.012                  | \$0.034        |
| <b>TOTAL</b>                                  | <b>\$1.000</b>      | <b>\$0.364</b>          | <b>\$0.286</b>           | <b>\$1.650</b> |
|                                               |                     | <b>Type 1</b>           |                          | <b>Type 2</b>  |
| <b>Multiplier</b>                             |                     | 1.364                   |                          | 1.650          |

Source: REMPLAN Tourism Analysis Module, July 2011

Colac Otway Shire – Tourism Economic Impact Analysis

Figure 4-3 \$1 Million Impact Scenario



Source: REMPLAN, July 2011

For \$1 Million of direct expenditure by visitors to Colac Otway Shire, the local economy is estimated to benefit by a further \$0.650 Million once flow-on industrial and consumption effects are taken into consideration. The total benefit for the region's economy under this scenario would be \$1.650 and so for each dollar spent by a visitor, the Colac Otway Shire economy is estimated to benefit by a further \$0.65. This can also be expressed as a tourism output multiplier of 1.650. It is important to note that the multiplier also represents the likely indirect negative impacts for the economy should tourism activity contract.

The Tourism sector output multiplier for the Great Ocean Road is estimated at 1.842.

Applying the tourism industry multiplier of 1.650 to the total output generated by Colac Otway Shire's Tourism sector of \$104.7 Million, the total value (direct + industrial + consumption) of tourism to the municipality's economy is estimated at up to \$172.7 Million. This economic output is estimated to support 937 jobs in the region.

Colac Otway Shire – Tourism Economic Impact Analysis

## 5. Events and Peak Population

Section 4 details how visitors to Colac Otway Shire spend their money and how this expenditure is likely to flow through the economy to benefit other industry sectors. The key question remaining is how much are visitors to the area likely to spend.

This information can be captured via visitor surveys or sourced from previous studies undertaken in relation to events. Tourism Research Australia's Regional Tourism profiles also provide broad guidance regarding expenditure by visitor type.

Figure 5-1 Visitor Expenditure Profile

|                              | Domestic<br>Day | Domestic<br>Overnight | International |
|------------------------------|-----------------|-----------------------|---------------|
| Average Stay (nights)        | -               | 3.0                   | 5.0           |
| Average Spend per trip (\$)  | \$83            | \$465                 | \$356         |
| Average Spend per night (\$) | -               | \$147                 | \$77          |

Source: 2009 / 2010, TRA, Regional Tourism Profile; Western Region

### 5.1 Holiday Season

Figure 5-2 Peak Overnight Population December 2009 – January 2010

| Permanent<br>Population 2010 | Population<br>Holiday Homes | Population<br>Caravan Parks,<br>Cabins &<br>Camping Sites | Population<br>Hotels, Motels,<br>Apartments,<br>Units & B&Bs | Peak Overnight<br>Population |
|------------------------------|-----------------------------|-----------------------------------------------------------|--------------------------------------------------------------|------------------------------|
| 20,538                       | 15,947                      | 8,155                                                     | 1,920                                                        | 46,560                       |

Source: City of Greater Geelong, Geelong Otway Tourism, Australian Bureau of Statistics, RACV, Stayz Pty Ltd and regional tourism operators

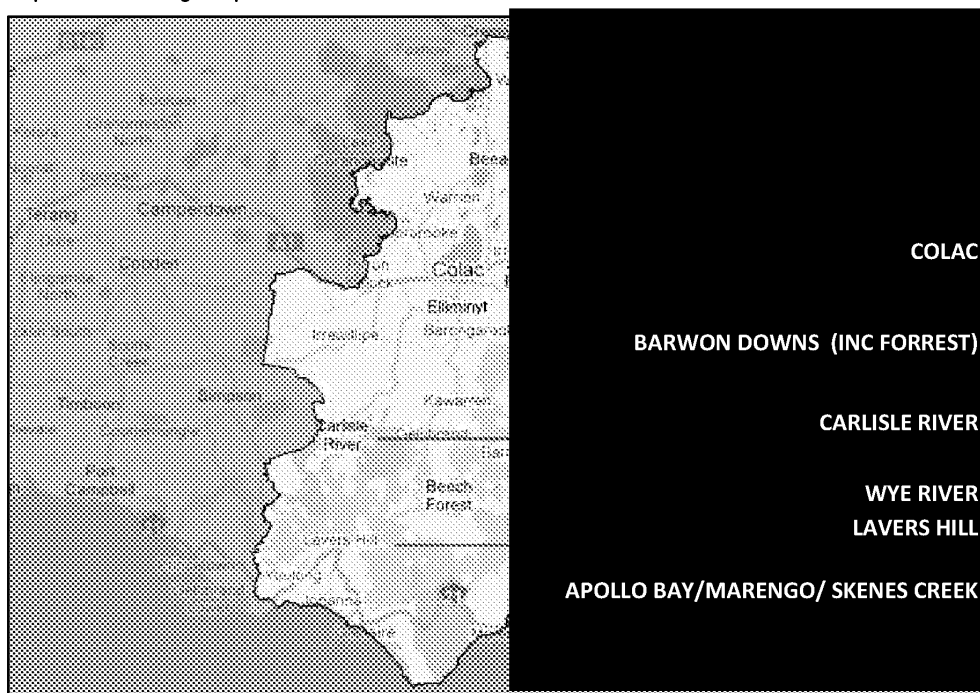
It is estimated that in the height of the holiday season Colac Otway's population can increase by 26,022 people (127%) to peak at up to 46,560 people. Daily expenditure by 26,022 visitors is estimated at \$2.797 Million<sup>6</sup>.

<sup>6</sup> Based on 2009 / 2010, TRA, Regional Tourism Profile; Western Region

Colac Otway Shire – Tourism Economic Impact Analysis

Areas of peak overnight population for the Colac Otway Shire are shown in the map below. The highest levels of peak overnight population during the period December 2009-January 2010 were found in the Colac and Apollo Bay areas. These areas were also identified as having the highest concentrations of tourism related jobs in the Colac Otway Shire.

Map 5-1 Peak Overnight Population



Source: REMPLAN MapBuilder, Jan 2012

Figure 5-3 Peak Overnight Population December 2009 - January 2010

| Area                            | Permanent Population 2010 | Population Holiday Homes | Population Caravan Parks, Cabins & Camping Sites | Population Hotels, Motels, Apartments, Units & B&Bs | Peak Overnight Population |
|---------------------------------|---------------------------|--------------------------|--------------------------------------------------|-----------------------------------------------------|---------------------------|
| Colac (inc. Elliminyt)          | 11,792                    | 2,814                    | 1,490                                            | 280                                                 | 16,376                    |
| Apollo Bay/Marengo/Skenes Creek | 2,206                     | 7,369                    | 3,650                                            | 1,185                                               | 14,140                    |
| Colac Otway Rural Towns         | 5,555                     | 2,209                    | 1,215                                            | 360                                                 | 9,339                     |
| Wye River                       | 157                       | 2,190                    | 1,585                                            | 10                                                  | 3,942                     |
| Barwon Downs (inc. Forrest)     | 324                       | 473                      | 100                                              | 60                                                  | 957                       |
| Carlisle River                  | 321                       | 468                      | 0                                                | 0                                                   | 789                       |
| Lavers Hill                     | 183                       | 424                      | 115                                              | 25                                                  | 747                       |

Source: City of Greater Geelong, Geelong Otway Tourism, Australian Bureau of Statistics, RACV, Stayz Pty Ltd and regional tourism operators

Pirron Yallock Recreation Reserve and  
Swan Marsh Tennis Reserve

# DRAFT Master Plan

prepared for the  
Colac Otway Shire

Master Plan Report  
MAY 2013



Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve | Master Plans | May 2013

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## **Acknowledgements**

The project acknowledges the traditional owners of the land that the Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Reserve is located, the Guldjan of the Maar (Mara) Nation.

*InsideEDGE Sport and Leisure Planning* also wishes to acknowledge the support and assistance provided on this project by:

- The Colac Otway Shire
- The Swan Marsh Hall and Tennis Reserve Committee of Management
- The Pirron Yallock Recreation Reserve Committee of Management
- Stoneyford Cricket Club
- Colac Otway Rovers AFC
- Swan Marsh Tennis Club
- The Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve Master Plan Sub Committee:
  - ✦ Ian Sueren, Manager Recreation, Arts and Culture, Colac Otway Shire
  - ✦ Mick Cosgriff, Economic Development Officer, Colac Otway Shire
  - ✦ Brett Ryan, Swan Marsh Tennis Club and Swan Marsh Hall and Tennis Reserve Committee
  - ✦ Kevin Boyd, Pirron Yallock Recreation Reserve Committee of Management and Stoneyford Cricket Club
  - ✦ Michael Rafaniello, Colac and District Cricket Association
  - ✦ Dave Latham, Colac Otway Rovers AFC
- Other stakeholders and user group representatives who were interviewed for this project.

*InsideEDGE* also acknowledges the site analysis, design and visual documentation provided by **2MH Consulting** and **ACLA Landscape Architects**.

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# 1 | INTRODUCTION

## 1.1 The project

The purpose of the project was to prepare Master Plans for the Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Reserve, incorporating a review of the existing site conditions, land ownership, past history and the future needs and aspirations of key user groups at both Reserves.

Separate visual plans have been developed for both Reserves but will be combined into one document due to their close proximity to each other and relationship in providing sport and recreation opportunities in a rural township. The Master Plans will provide guidance for the Pirron Yallock Recreation Reserve Committee of Management, Swan Marsh Hall and Tennis Reserve Committee of Management, Colac Otway Shire, Department of Sustainability and Environment (DSE), and other key stakeholders, in enhancing and improving Reserve facilities and amenities for the benefit of the local community.

In particular, the Master Plans consider the views and preferences of existing users and the local Swan Marsh community and surrounding District, as well as the capacity of potential funding providers to deliver recommended actions. Specific consideration is given to improving the functionality and aesthetic value at both Reserves, and to determine the feasibility of relocating the tennis courts to the Recreation Reserve and converting the existing tennis courts to an informal recreation space.

A range of plans, strategies and local preferences referencing future directions for both Reserves have been reviewed in preparation of this Master Plan. Key documents include: Colac Otway Shire Recreation Strategy (2006-2010), Colac Otway Shire Tennis Facility Audit and Development Plan, Colac Otway Shire Open Space Strategy (2011), Swan Marsh Pride of Place Urban Design Framework and the Colac Otway Shire Rural Living Strategy. Minutes and previous decisions undertaken by the Swan Marsh Hall and Tennis Reserve Committee of Management regarding the future direction of local sport and recreation infrastructure have also been reviewed.

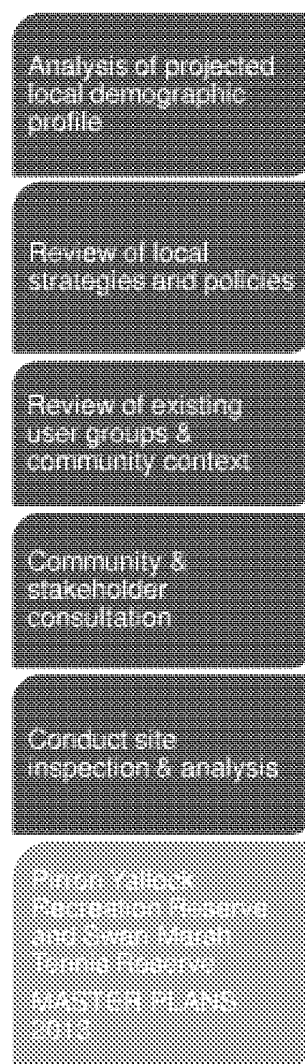
A focus of the Master Plan was to identify and prioritise future infrastructure improvements to increase the capacity of the Pirron Yallock Recreation Reserve and prepare a cost plan and funding options for any major future facility improvement projects.

The development of a clear future directions plan for both Reserves, along with a program of priority works

and associated costs was a key deliverable of the project and is provided in Section 6.4.

### 1.1.1 Master Plan process

The following process was undertaken in the development of the Master Plan.



## **1.2 Project consultation**

The development of the Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve Master Plan involved consultation and engagement with Local Government representatives, both Committees of Management, existing user groups, local sporting leagues and associations, and other key stakeholders.

The following consultation activities were undertaken in order to identify current and potential user group needs and future priorities regarding the use and function of the Reserves.

- Meetings with Colac Otway Shire Council Officers;
- Meetings with the Master Plan Sub Committee;
- Meeting with the Swan Marsh Tennis Club;
- Meeting with the Colac Otway Rovers AFC;
- On site meeting with members of the Swan Marsh Hall and Tennis Reserve Committee and the Pirron Yallock Recreation Reserve Committee;
- Site inspection of both Reserves and the Swan Marsh township with members of both Committees;
- Phone interviews with the local Councillor, members of the Reserve Committees of Management, local sporting clubs and other key user groups and;
- Review of Draft Master Plan Concepts by representatives of the Master Plan Sub Committee.

## 2 | LOCATION AND CONTEXT

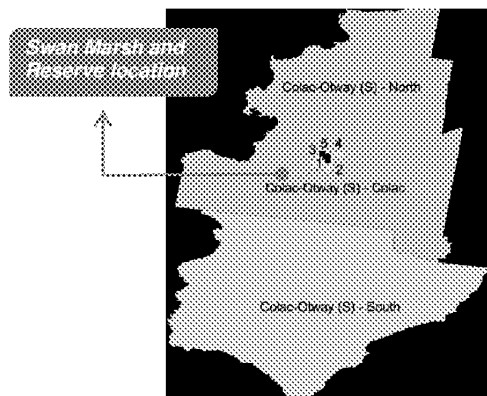
### 2.1 Location

The Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Reserve are located 2km apart on the Swan Marsh Road in the Rural South area of the Colac Otway Shire, approximately 165km south-west of Melbourne and 20km west of Colac.

Swan Marsh is a small, picturesque town situated on volcanic plain and surrounded by farms and accessible to two major regional centres in Geelong and Ballarat.

A location map of Swan Marsh is provided below.

Figure 1 – Swan Marsh and Reserve location



Map source: Department of Planning and Community Development  
[www.dpcd.vic.gov.au/localgovernment](http://www.dpcd.vic.gov.au/localgovernment)

The Colac Otway Shire is a rural, residential and resort area. The Shire encompasses a total land area of 3,250 square kilometres, of which a large proportion is State Forest and National Park, including beaches, coastline, rainforests, waterfalls, lakes and craters. Much of the rural area is used for agriculture, with farming, cropping and dairying being the main agricultural pursuits.

The Shire has two main townships, with many small villages and localities. The largest town is Colac, which serves as an administrative, retail and commercial centre. The other major township is Apollo Bay, which serves as the major tourism centre.

Swan Marsh is a small rural community consisting of approximately 14 dwellings, a primary school (not in use), tennis courts, park and public hall. Surrounding land in all directions is used for agricultural purposes with the predominant land use being dairy farming.

There is limited service provision with no gas, reticulated sewerage or wastewater services. Most lots are already developed with approximately 3 vacant lots remaining and future potential growth is considered low due to the lack of services and the high value of surrounding agricultural land.

The Swan Marsh Tennis Courts are located in the centre of town on Swan Marsh Road opposite the Public Hall and are zoned Public Parks and Recreation. The tennis courts are governed by the Swan Marsh Hall and Tennis Committee of Management and operated by the Swan Marsh Tennis Club. The tennis courts are also used as a place for the local children to ride bikes away from the dangers of the main road.

The Pirron Yallock Recreation Reserve is located closer to the town of Swan Marsh than it is the township of Pirron Yallock and was once called the Pirron Yallock West Recreation Reserve. The Reserve has a senior size turf sports oval (with a synthetic cricket pitch), clubrooms and cricket nets and is home to the local cricket club and soccer club.

It will be important for any future development and improvement of both Reserves to recognise the purpose of its original provision including that of both formal and informal recreation and leisure space.

### 2.2 Local Sporting Context

**Sport in rural townships like Swan Marsh and Pirron Yallock is the lifeblood of the community.**

Sport connects people and contributes greatly to the social, cultural, health and wellbeing of the local community.

With only small increases in the population of these towns expected and with no development potential due to the planning restrictions, maintaining and improving existing key sporting and community infrastructure will be important to sustaining participation in sport.

The redevelopment and consolidation of sporting infrastructure at the Recreation Reserve and Tennis Reserve is seen as a high priority to enable these areas to continue to provide for local sporting and recreation needs, and also to provide a flexible and versatile space that is capable of meeting the needs of non-sporting groups.

The sports of AFL, cricket and netball dominate the area, with only latent demand for soccer and tennis.

## **2.3 Swan Marsh Tennis Reserve**

The Swan Marsh Tennis Reserve is situated on Council Land and is the responsibility of the Swan Marsh Hall and Tennis Reserve Committee under a Section 86 Committee of Management. The Swan Marsh Tennis Club operates the courts by offering access for both social and competition tennis.

The Tennis Reserve is approximately 37m in length and 35m wide and incorporates two tennis courts, small grass area and a small shelter and spectator area.

The land immediately surrounding the Tennis Reserve is all privately owned, with the exception of the road reserve to the north. The Tennis Reserve is bordered by a residential property to the west side, private farmland to the south and the former CFA shed to the east, which is now privately owned. The existing facilities were constructed in the 1960's and have only received minor upgrade and maintenance along the way.

The Swan Marsh Tennis Club carries out all regular maintenance functions including court upgrades, building improvements and facilitating access. General maintenance and other minor improvement works at the Tennis Reserve and the Hall are undertaken by the Committee of Management.

The facilities and structures at the Tennis Reserve are very basic. They include a two court asphalt surface with a sub standard base, line marking, perimeter fencing and netting. A modest shelter with a small kitchenette and outdoor covered spectator area is also present.

The use of the Reserve is limited due to the current condition of the courts and closure of the primary school and decline in tennis activity in the town over the past few years. The courts are used for social tennis on a weekly basis and the Swan Marsh Tennis Club has one team registered in the Polwarth and District Tennis Association Summer Competition. The Tennis Reserve is also used for informal activities for children such as bike riding and casual ball games.

The Tennis Reserve Land is categorised as a sports reserve and zoned PPRZ (Public Park and Recreation Zone). It will be important for any future development and improvement of the Reserve to recognise the purpose of its original provision.

*Refer to Appendix 1: Swan Marsh Tennis Reserve -- Site Analysis Plan for visual representation of existing facilities and site configuration.*

## **2.4 Pirron Yallock Recreation Reserve**

The Pirron Yallock Recreation Reserve is a 2.7ha site located on Council Land 2km east of the Swan Marsh Tennis Reserve. The Reserve is managed and maintained by the Recreation Reserve Committee under a Section 86 Committee of Management.

The Recreation Reserve Committee of Management carries out all regular maintenance functions including oval maintenance, building improvements and equipment upgrades. Maintenance and other minor improvement works at the Reserve is subsidised by the Colac Otway Shire via an annual grant of approximately \$2,000 per annum.

In September 2012 Council were forced to close access to the clubrooms at the Reserve due to unsafe and unauthorised building works. The building is unsafe and under regulations and will be closed until a decision is made by Council to either restore or demolish and rebuild. Council is working with the tenant Clubs on providing temporary accommodation and this matter is being considered separately to the Master Plan process.

The facilities and structures provided at the Recreation Reserve include:

- Main oval with a synthetic cricket pitch and timber fence;
- Pavilion including change rooms, kitchen and kiosk, social area. The kitchen was recently upgraded via a grant received in 2008;
- Separate storage area for maintenance equipment;
- A brick toilet block;
- Water storage tanks and
- Car parking areas (unsealed) and unsealed internal roadways.

*Refer to Appendix 1a: Pirron Yallock Recreation Reserve -- Site Analysis Plan for visual representation of existing facilities and site configuration.*

## **2.5 User groups and key stakeholders**

The permanent users of the Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Reserve are the Stonyford Cricket Club, Colac Otway AFC and the Swan Marsh Tennis Club.

A summary of the role and function of the Committees of Management, key user groups, and other stakeholders is provided below.

### **Swan Marsh Hall and Tennis Reserve Committee of Management**

The Swan Marsh Hall and Tennis Reserve Committee of Management is a S86 Committee of Management under the delegation of the Colac Otway Shire.

The Committee comprises representatives from a number of community based clubs and organisation in the District and is seen by many as a link between community and local government. The Committee is responsible for the management, maintenance and usage of the Swan Marsh Hall and Tennis Reserve and considers any development proposals at these sites.

The original hall was built in 1901 and used as a school and public hall between 1903 to 1911. The current hall was built and opened in 1937. The tennis courts were originally leased by the Colac Dairying Company to the Tennis Committee for 99 years and in 1954 were sold to the trustees of the Committee.

### **Swan Marsh Tennis Club**

The Swan Marsh Tennis Club currently has fourteen active members and one team registered in the Polwarth and District Tennis Association Summer Competition.

The Club is run by elected committee members and the current Executive Committee has been in office since September 2012. In approximately 2002 the Club went into recess due to low membership numbers but recommenced operation again in approximately 2004.

From 2004 to 2011 the Club had one junior and one senior team registered in the Polwarth and District Competition but have since withdrawn the junior team due to a lack of numbers.

The Tennis Club have a view of promoting social tennis and access to courts and introducing social membership options to increase the use of the courts. The Club runs a working bee twice a year to clean and maintain the surrounds and relime the court.

The Club is aware that the courts are not meeting minimum requirements and require significant work to improve the surface and run off areas.

The Club values the importance of retaining community infrastructure to support the township of Swan Marsh and are concerned about the town losing its identity if the existing courts are relocated. Despite this the Club recently resolved to support the relocation of the tennis courts to the Pirron Yallock Recreation Reserve via the Master Plan to assist in their future development and maximise shared funding opportunities with other local sporting groups.

### **Pirron Yallock Recreation Reserve Committee of Management**

The Pirron Yallock Recreation Reserve Committee of Management is a S86 Committee of Management under the delegation of the Colac Otway Shire.

The Committee comprises representatives from the tenant sporting clubs occupying the Reserve including the Stonyford Cricket Club and Colac Otway Rovers AFC. The Committee is responsible for the management, maintenance and usage of the Pirron Yallock Recreation Reserve.

### **Stonyford Cricket Club**

The Stonyford Cricket Club is the permanent summer tenant at the Pirron Yallock Recreation Reserve playing between October and March each season. The Club currently has 26 junior players, 40 senior players, 13 life members and 10 non playing members.

The Club was founded in 1938-39 playing in a farmers paddock behind the Stonyford post office. In 1970 the Club moved to the Pirron Yallock Recreation Reserve and in 1974 joined the Colac Cricket Association, entering two senior teams. In 1960 the Club entered its first junior team. Today, the Club has 5 sides (3 senior and 2 junior) competing in the Colac Cricket Association.

The lower senior grades occupy the Alvie Primary School, which is in poor condition, undersized, has no supporting amenities and is approximate 20km away from the Pirron Yallock Recreation Reserve.

### **Colac Otway Rovers AFC**

The Colac Otway Rovers AFC (Soccer) was formed in 2003 and is the winter tenant at the Reserve and has one senior team competing in the Football Federation Victoria (FFV) Geelong Region.

The Club is currently the only soccer club within the region and the only rural based club within the FFV Geelong Region League.

The Club has no junior team and has run small sided football in the past without developing a sustainable junior competition. The Club plans to offer a small sided football program over summer (starting in January 2013) to avoid any conflicting demands with popular winter sports such as AFL.

The Club play home matches at Pirron Yallock and train under lights at Central Reserve in Colac.

The Club has a vision to establish a Club that:

- Promotes and develops football in a safe, encouraging and inclusive environment within the Colac Otway region;
- Offers an alternative winter team sporting opportunity;
- Provides positive and well-structured training opportunities for players, coaches and referees of all abilities and ages in the region and;
- Provides a competitive environment that facilitates the identification and development of talented players, coaches and referees.

There is also a strong focus on growing participation through the provision of quality facilities and promotion of accessible programs, particularly in the area of youth and female soccer competition.

There have been informal discussions between the Club and the Colac Otway Shire to relocate the Club into Colac to increase the Club's profile and attract more players. The Club's preference is to remain at Pirron Yallock in the short to medium term and grow participation on the back of potentially redeveloped clubrooms. This is supported by FFV.

#### **Football Federation Victoria (FFV)**

FFV is the peak football (soccer) body, responsible for the planning delivery and development of the game in the state. FFV implements football programs and competitions in a number of different regions across the state. The Colac Otway Rovers AFC is affiliated with FFV and has one men's team competing in FFV's Geelong Region (Division 3).

Colac Otway AFC play in the Geelong Region FFV competition, having previously run its own soccer association which at its peak had over 200 players. FFV has a view that soccer can increase its profile and player numbers at the Pirron Yallock Recreation Reserve with the right planning, competition pathways and development programs in place.

FFV believes that Pirron Yallock is a good venue for soccer and will continue to work with the Club to identify the most appropriate competition pathways and alignments to ensure the game develops in the south west region.

#### **Colac Otway Shire**

The Swan Marsh Tennis Reserve and the Pirron Yallock Recreation Reserve is located on Council Land within the Colac Otway Shire.

The Shire contributed funding for the development of the Master Plans, provides an annual maintenance contribution to the Recreation Reserve Committee and in 2008 provided matching funds for a kitchen upgrade to the clubrooms at the Reserve.

## 3 | POLICY CONTEXT

Existing operations and the proposed future development of the Reserves will be guided by a number of key planning inputs and conditions. These include projected community and social needs and local priorities. A brief summary of their impacts and influences on this Master Plan is provided below.

### 3.1 Local Context

Figure 2 – Rural South Area



Source: Image courtesy of NASA, Microsoft 2010.

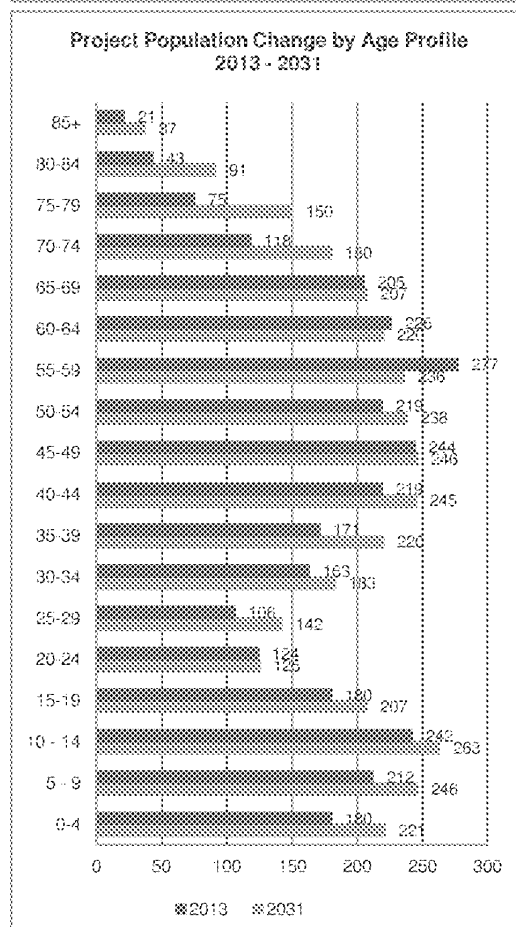
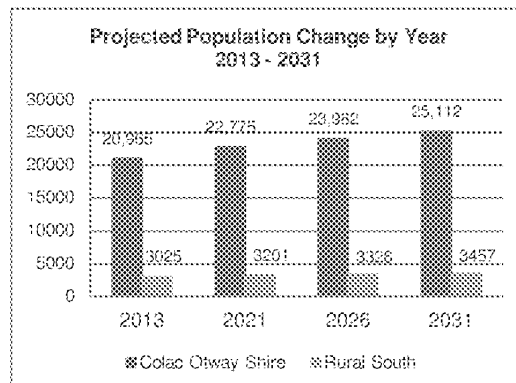
The townships of Pirron Yallock and Swan Marsh are located in the Rural South area of Colac Otway Shire situated in the Barwon South West region of Victoria, approximately 165km from Melbourne's CBD.

The Rural South area is bounded by the Elliminyt small area, Browns Lane and Deepdene Road in the north, Surf Coast Shire in the east, the Great Ocean Road-Otways small area in the south and Corangamite Shire in the west.

Key population centres of the Rural South area include Pirron Yallock, Swan Marsh, Gellibrand, Forrest and Barwon Downs. The Colac Township is accessible from Melbourne via the Princess Freeway and is a transit town for travellers to Apollo Bay and Lorne on the Surf Coast, providing for an opportunity to engage with holiday makers.

The current population of the Rural South area is 3025. According to ID Forecast the population will increase moderately by 14% (an additional 432 residents) to reach 3,457 by 2031. In comparison, the total population of Colac Otway Shire will increase by 20% to 25,112 over the same period. The Rural South will contribute 14% to the total municipal population in 2013 and is predicted to remain unchanged at 14% in 2031.

2013 population projections indicate that the Rural South area comprises 27% children aged 0-19 years, 19% young adults aged 20-39 years, 59% aged 40-64 years and 15% in the older adult cohort aged 65 years +.



## 3.2 Demographic Characteristics

A summary of key demographic influences and implications for consideration in the Master Plans is provided below:

- To 2031 the Rural South will experience only a slight increase in population and a decline in residents aged 40-64 years. The provision of high quality and accessible open space options is likely to assist in the retention of residents.
- The highest increase in population projected is to be experienced by older adults aged 65+. Targeted participation and infrastructure opportunities to ensure older adults can remain active will be a key focus area for Council.
- The high indicators of disadvantage in the Rural South area, and more couples with children compared to the wider municipality, is likely to create increased demand for provision of affordable family friendly sport and recreation programs and services.
- The closest schools to Pirron Yallock and Swan Marsh are located 13km away in Colac West. The lack of schools within close proximity to the sites represents a significant challenge in maximising the utilisation of any proposed future developments and therefore other connections to youth markets will need to be explored.
- The local cricket and soccer clubs draw on players outside the local townships, with many traveling from Colac to participate in their chosen activity.

## 3.3 Policy Context

The following strategies, plans and documents were reviewed as part of the development of the Master Plan.

A summary of their impact, influence and relationships to the project is provided below.

### 3.3.1 Colac Otway Shire Recreation Strategy (2006-2010)

The Colac Otway Shire Recreation Strategy 2006-2010 aims to provide direction through a detailed Strategic Plan which clearly defines objectives, strategies and actions, in response to identified sporting and recreation needs and issues.

The development of the Recreation Strategy involved a consultation process which included resident's surveys and township focus groups. The strategy highlighted the significance of the ageing population of the Shire and predicted a negative impact on participation in organised sporting activities. It also identified the need for a greater emphasis on non-competitive, passive and informal recreation opportunities and increased community expectations around the quality of facilities provided by Council.

In relation to the Pirron Yallock Recreation Reserve, the strategy identified a lack of water to irrigate the oval, new kitchen (upgrade recently completed) and water tanks and a longer term need for additional cricket nets as the main priorities.

### 3.3.2 Colac Otway Public Open Space Strategy

In July 2011, the Colac Otway Shire developed a public open space strategy. The aim of the strategy was to provide a widely varied and sustainable network of open spaces which meets the needs of a diverse community for recreation, sporting and social opportunities as well as protecting and enhancing important flora, fauna and landscape values.

The Strategy identified that the rural south is unlikely to experience significant growth to 2031 and there is excellent provision of public open space with some opportunity for improvement in the quality of the environments and improved connections to link localities in outlying areas with key open space sites.

The strategy identifies the Pirron Yallock Recreation Reserve as a 2.7ha Neighbourhood Reserve and recommends that Council continue to upgrade the Reserve in accordance with the Reserve Master Plan 2007.

The strategy also recommends an investigation into whether the tennis facilities in Swan Marsh can be accommodated at the Recreation Reserve and if the existing tennis courts at Swan Marsh could be redeveloped to provide for informal ball play, children's bike riding and picnic facilities.

### 3.3.3 Colac Otway Regional Recreation Reserves Master Plan (2007)

In 2007, Council undertook a Regional Recreation Reserves Master Planning exercise which audited each regional recreation reserve and made recommendations on possible improvements to enhance the functionality and standard of facility provision in the smaller towns within the Shire.

The Master Plan for the Pirron Yallock Recreation Reserve identified the following priorities:

- Realign the main entrance to the Reserve to allow for safer vehicular access;
- Reconstruct synthetic cricket wicket;
- Remove north most oval perimeter fence to accommodate larger soccer pitches and remove gravel roadway and turf;

- Addition of lighting to soccer night match standard;
- Commission a new bore to irrigate the oval and;
- Upgrade kitchen (recently completed) and construct second storey balcony.

Works completed to date include an upgrade to the kitchen facilities, new cricket wicket and removal of the north most perimeter fence to expand the multipurpose use of the oval.

The new Master Plan for the Pirron Yallock Recreation Reserve will involve a review of recommendations that have not currently been addressed and will test the future needs and priorities through consultation with key stakeholders.

### 3.3.4 Colac Otway Tennis Facility Audit and Development Plan (2011)

Colac Otway Shire commissioned the preparation of a Tennis Facility Audit and Development Plan, primarily to identify the future needs, demands, and trends for tennis within the Shire and the broader community.

The audit identified several issues with the current tennis courts at Swan Marsh including pavement failure, compliance issues and below standard facility requirements and recommended a full court reconstruction at a cost of \$172,500. This includes new pavement and drainage construction, fence and net post replacement and expanding the court footprint. The audit also identified Swan Marsh as a strategically valuable site, catering for the western population areas of the Shire, particularly with defunct sites at Pirron Yallock and Bungador and the recent demise of nearby Larpent.

### 3.3.5 Colac Otway Rural Living Strategy (2011)

The Colac Otway Rural Living Strategy was developed to provide a land use framework to guide the current and future management of rural living land and rural settlements throughout the Shire. The study outlines the objectives, strategy and recommendations to implement Council's preferred approach to management of future rural living opportunities and rural settlements.

The key findings and recommendations for Swan Marsh and Pirron Yallock which have implications for the sport and recreation needs of the town include no expected change in population numbers and no recommended expansion of the township due to a lack of services and infrastructure and the high value of surrounding agricultural land.

### 3.3.6 Pride of Place Urban Design Framework -- Swan Marsh (Reviewed 2008)

The Pride of Place Urban Design Framework for Swan Marsh was initially prepared in 2001 and its actions and recommendations reviewed in 2008.

The document was prepared as a basis for identifying the existing character of the township, identifying problems within the structure of the township, establishing a framework for the future direction of urban design development and to recommend design concepts and actions to be undertaken in the short, medium and long term (Master Plan).

The priorities for the township identified as part of the 2008 Master Plan Review include resealing of the tennis courts, defined car parking in front of the tennis courts and construction of a small playground at the back of the tennis courts. These items will be considered in the development of this Master Plan.

### 3.3.7 G21 Regional Football (Soccer) Strategy

The G21 Regional Football (Soccer) Strategy addresses issues and challenges facing soccer in the G21 Region and also identifies opportunities for improved infrastructure and sports development programs.

The strategy focuses on five key areas for improvement including alignment of football planning, participation pathways, facility management, club management and support, and resourcing and partnering.

Key recommendations and future directions from the strategy impacting on the development of this Master include:

- Pirron Yallock Recreation Reserve should continue to serve as the main base for Colac Otway Rovers AFC activities in the Shire in the short to medium term and seek a long-term solution to provide a main facility base for the Club within the Colac township.
- FFV to work with Colac Otway Shire Council and the Colac Otway Rovers AFC to develop a participation strategy to recapture lost players and grow soccer in the Colac area;
- Council to assist Colac Otway Rovers AFC to link with Bluewater Fitness Centre, the Geelong Futsal Competitions and FFV to develop a G21 wide Futsal program across the existing network of indoor sports stadiums (being Bluewater Fitness Centre and Apollo Bay P12 College).
- Council to support Colac Otway Rovers AFC and FFV to develop club administrative structures which enable the growth and sustainability of the Club.
- Advocate for Council funds to support the proposed Pirron Yallock Recreation Reserve ground realignment and development and support any Colac Otway Rovers applications made to external grant funding bodies.

## 4 | SITE ANALYSIS

To identify the current condition and status of the Swan Marsh Tennis Reserve and the Pirron Yallock Recreation Reserve a detailed site inspection was conducted by the InsideEDGE Project Team in September 2012 and again in January 2013.

As previously mentioned the Colac Otway Shire recently closed the pavilion at the Recreation Reserve due to several safety and risk management issues identified by Council's Building Surveyor.

Building inspections, audits and service reports have been prepared recently on infrastructure at both the Tennis Reserve and Recreation Reserve to identify any safety, structural or compliance issues and development opportunities. Findings and key outcomes from these reports will be discussed further on in this section.

An aerial view of the site and a visual representation of the Tennis Reserve and the Recreation Reserve have been prepared in Appendix 1 and Appendix 1a to inform future priorities.

### 4.1 Key Issues

The following section provides a summary of observations and issues at both sites from extensive site analysis and information provided by groups involved in the project consultation phase.

#### 4.1.1 Swan Marsh Tennis Reserve

Site issues identified at the Swan Marsh Tennis Reserve incorporate the tennis court surface, available land area to meet facility requirements, perimeter fencing, clubrooms and supporting amenities and adjacent land.



#### Court infrastructure

The Colac Otway Tennis Facility Audit and Development Plan identified Court 1 (west court) as not meeting minimum distance requirements for run off. The current run off area on the west side of the court is 0.6 meters, approximately 3 metres short of compliance standards for recreational tennis. The run off area is occupied by a grass verge, handrails and the clubrooms (see above photo).

Any future redevelopment of the tennis courts would require adequate space to meet minimum standards. A recent survey of the site confirmed that the available land area allows for the construction of two courts to minimum standard but does not provide adequate space for a clubroom, spectator amenity or floodlights.

The Tennis Club identified the need to consult with Council for assistance with maintenance and repairs of the court surface and surrounds to ensure the courts remain safe for competition and public use.

#### Tennis audit observations

The Colac Otway Tennis Facility Audit and Development Plan also identified general facility issues at the site and recommended priority rectification works to address the condition of the court surface, run off areas and fencing.

The following observations were identified during the audit.

- Two asphalt tennis courts, very worn down to loose aggregate in places;
- Courts are cracking in certain areas indicating signs of pavement failure;
- Court line marking is broken and patchy;
- Net posts are fixed in concrete and are in reasonably good condition;
- Space between the courts and the run off area on the western sideline does not meet standards;
- Basic bessa block shelter facility with a small social area, kitchenette and outdoor shaded seating area in poor condition;
- No floodlighting to encourage night time use;
- Rusted chicken wire fence provided without top or bottom rail;
- No formal parking, informal roadside parking only; and
- Residential property boundaries and the CFA border the site which may pose future development issues.

#### **Participation and Future Use**

The Swan Marsh Tennis Club reported a decline in the use of the courts in recent years. The Club currently has one side in the local competition and has lost a number of junior players to the Cororooke Tennis Club.

The Hall and Tennis Reserve Committee of Management believe the tennis courts would be better suited to the Recreation Reserve to consolidate the sport and recreation activities in the local area and capitalise on the existing participation programs at the Reserve being provided by cricket and soccer.

There is limited opportunity to expand the existing footprint of the courts to meet compliance standards and provide new infrastructure due to limited space requirements and adjacent private land ownership issues.

The Committee of Management support the relocation of the tennis courts to the Recreation Reserve and would like to see the existing site converted to an informal recreation space for local children with provision for casual basketball and netball, tennis hit up wall and an area for bike riding and 'kick around'. The space could also be used as a parking area for Hall activities after hours.

The Swan Marsh Tennis Club recently agreed to support the proposed relocation of the tennis courts to the Pirron Yallock Recreation Reserve to consolidate local sporting infrastructure and maximise funding opportunities.

The Swan Marsh Tennis Club, via the Hall and Tennis Committee of Management, received a \$30,000 State Government Grant to resurface the tennis courts as part of an election commitment in 2010.

To date these funds have not been allocated as the cost to undertake a total reconstruction of the courts, as identified in the tennis audit, is in the vicinity of \$175,000. The opportunity to reallocate this funding to the development of new courts at the Pirron Yallock Recreation Reserve should be explored through Master Plan implementation.

#### **4.1.2 Pirron Yallock Recreation Reserve**

Site issues at the Recreation Reserve have been categorised into three key areas for ease of analysis and future implementation by Council and the Reserve Committee of Management. These areas include the main pavilion, playing field and reserve amenities.

In addition to the consultation findings and site inspection of the Recreation Reserve, the following summary of site issues also captures the key findings from the recent building and services reports commissioned by Council, which initiated the current closure of the main pavilion.



been altered and extended over time through voluntary labour without the appropriate permits, creating several non compliance issues;

- A recent engineer's report indicated that the building alterations undertaken have compromised the integrity of the structure making the building unsafe. The areas of concern include the masonry walls and the bracing along the east wall;
- The engineers report suggested that due to the significant amount of remedial work required to make the building safe and functional, consideration should be given to demolition and reconstruction of the facility;
- The electrical report identified several defects with the building switchboard, safety switches and exposed electrical cables, with the most significant issue being the absence of a main earthing system;
- The plumbing report identified several issues with the septic system, sanitary fixtures, water supply, roofing and mechanical services;
- Plumbing issues include the drainage outlets from the shower blocks not meeting current health standards, the septic system not being locatable therefore creating difficult maintenance issues, and untreated rainwater being used in the pavilion with high risk contamination issues;
- Based on a visual inspection the pavilion does not meet universal building design principles and is not DDA compliant. Issues include door widths, lack of sealed pathways from the car park and a dedicated accessible toilet. A detailed access report will be required to provide information and recommendations on non compliance issues.



The public toilets located on site are for Reserve users only and are in very poor condition. The town's public toilets are located at the Hall in Swan Marsh and are maintained by the Hall and Tennis Reserve Committee of Management.

The former netball courts in the south west corner of the site (refer above photo) offers a hard stand area for car parking during winter. This area is being considered as the potential location of the proposed tennis courts;

The Cypress trees along the south west corner of the site will potentially impact the integrity of any proposed tennis courts being constructed on the former netball courts, although root barrier treatment is available to address this issue. Council officers have indicated that these trees can be removed without a permit;

- The ground has good grass cover which is due to minimal use during winter due to a lack of training lights;
- The playing surface is considered high quality due to its evenness and extensive grass cover and is used as a venue for cricket league finals.
- Soccer previously marked a single soccer pitch on the west side of the cricket pitch but have recently used the centre of the oval meaning a cover is now required over the cricket pitch during the winter season;
- There is a bore located behind the toilets and a 25,000 litre tank is used to water the oval via an irrigator. Despite the good condition of the ground, the cricket club advises that there is not enough water available in summer and the tank filling system is insufficient.
- There is an opportunity to relocate the existing cricket pitch further north to better use the vacant space at the north east corner of the site to increase the size of the oval and potentially accommodate a number of small sided football pitches;
- The cricket club is investigating options of constructing a shed on site to accommodate their storage needs;
- Council recently funded the relocation of a portable building on site to accommodate the Club's needs in the short term. The cricket club has requested the Master Plan to inform the location of any future temporary or permanent buildings;
- There is opportunity to connect the Recreation Reserve and the Swan Marsh Tennis Reserve via a pathway along the road reserve. This may require Council acquiring some land to facilitate a safe shared pathway;
- The cricket club is supportive of the relocation of the tennis courts to the Recreation Reserve and believe there are potential economic development benefits and an opportunity to increase female and junior sports participation in the area;



## 4.2. Site Opportunities

The Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve provide a platform for many development opportunities. A number of preferences for development of these sites were identified throughout the consultation process with key stakeholders and user groups.

The following key development opportunities featured highly in the user group consultation and are considered priority developments for the Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve.

### Pirron Yallock Recreation Reserve

- Upgrade / refurbish the existing pavilion or demolish and replace with a new pavilion, having consideration for the use of a modular building, (subject to potential funding) to meet the needs of the local sporting clubs, community groups, people with access and mobility requirements, schools and casual users;
- Demolish the existing external toilet block and incorporate an accessible public toilet facility connected to the new pavilion for school and external community use;
- Consolidate the existing two septic systems for the public toilet block and the pavilion and install a water treatment system to Australian Standards;
- Expand the footprint of the oval further north to accommodate more small sided football pitches and resurface and improve drainage to cater for future increased winter use;
- Increase the capacity of the existing irrigation tank to drought proof the oval and increase water supply to maintain a suitable playing surface during summer;
- Install appropriate black cyclone mesh perimeter fencing around the oval to designate the field of play and ensure safe separation of players and spectators;
- Install sports field lighting on the oval to meet minimum standards for training and facilitate increased winter usage by the soccer club;
- Prepare the former netball court area for the future development of two acrylic hard court tennis courts (one stand alone tennis court and one combined netball and tennis court) and associated infrastructure and car parking;
- The new tennis courts to also accommodate overflow space for SSF, soccer training activities and potentially a futsal court;
- Improve internal roadways and safe vehicle movement by providing a firm crushed rock or gravel base around the perimeter of the oval;

- Improve the informal playground and activity space throughout the Reserve, subject to available funding and commensurate with local level criteria and expectations) to support active family use;
- Enhance pedestrian connectivity between spaces and desire lines of the Reserve, and improve the pedestrian links from the Recreation Reserve to the Swan Marsh Tennis Reserve;
- Enhance and encourage casual use of the Reserve by providing improved outdoor furniture, seating and benches, shaded areas to view playing fields, and drinking taps and;
- Reserve location and directional signage at the Princess Highway intersection to increase the profile of the Reserve and the tenant clubs.

### Swan Marsh Tennis Reserve

- Decommission the existing tennis courts and develop new tennis courts, clubrooms and car parking at the Pirron Yallock Recreation Reserve to meet the future requirements of the Swan Marsh Tennis Club;
- Demolish the Club's existing tennis pavilion and cyclone fence around the tennis courts and provide an open accessible space for future development;
- Install informal recreation activities on the existing hard stand area that promotes family engagement and physical activity. Activities may include a tennis hit up wall, basketball / netball ring, bike riding and skate area;
- Encourage casual use of the Reserve by providing outdoor furniture, seating and benches, shaded areas and drinking taps;
- Facilitate access afterhours to accommodate car parking for Hall meetings and other township activities;

## 5 | FUTURE DIRECTIONS

This section provides a summary of the preferred development options based on the needs of the permanent user groups and an understanding of the requirements of the Swan Marsh and Pirron Yallock community.

Future directions, vision statements and key development principles for the Swan Marsh Tennis Reserve and Pirron Yallock Recreation Reserve have been prepared based on the analysis from previous report sections and from observations made by the consulting team.

One set of vision statements and principles will be used to guide the future development and improvement for both Reserves and actions have been prepared in-line with the vision statement and development opportunities.

### 5.1 Key influences for change

A range of external influences will guide the future direction of both Reserves. Key drivers likely to influence change in the future include:

- Limited Council funding available for future infrastructure improvement or upgrades;
- Minimal implementation of previous plans and strategies relating to the Reserves and township has been achieved;
- Timeline for implementation of the Council's existing Reserves Master Plan, Rural Living Strategy and Public Open Space Plan;
- Meeting local sporting club and association facility requirements for the provision of change rooms and other contemporary facilities and amenities;
- Historically uncoordinated and unauthorised development of the site, resulting in the need for a more coordinated and collaborative vision and implementation plan;
- The need to improve the tennis facilities and infrastructure at both Reserves and consolidation of facilities to reduce development costs and maximise community use and potential funding opportunities; and
- Long term direction for Colac Rovers AFC.

### 5.2 Vision statement

The Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Reserve provide a healthy and welcoming contemporary sport and recreation venue for the existing user groups and the broader Rural South District.

The vision statement can be applied to both Reserves and is based on the following key elements most valued by stakeholder groups and the local community.

These include:

- The family friendly atmosphere and the mix of sport and recreation groups using the facilities;
- Retaining and enhancing important community infrastructure to promote physical activity and encourage more visitations to the area;
- Create a meeting place for people to connect and socialise and;
- The significance of sport in the town and surrounding district.

### **5.3 Improvement principles**

The following principles have been developed to guide the proposed future improvement program at the Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve.

Priority has been given to projects that promote these principles under the key headings of participation, facilities and infrastructure and community access and ownership.

#### **Maximise participation**

- Provide facilities and infrastructure that promotes junior and female participation, informal play and social interaction;
- Multi-sport functionality of active playing fields, clubroom and change room development and shared social, spectator and amenity areas and;
- Provide facilities that cater for a variety of activities and ensure the design of any new facility accommodates the needs of existing local sporting clubs including tennis, cricket and soccer activities.

#### **Facilities and infrastructure**

- Recognise the role and function of existing community infrastructure i.e. Swan Marsh Public Hall, and ensure any future development avoids duplication of facilities;
- Consolidate key sport and recreation infrastructure to a single site to maximise participation and provide greater external funding opportunities;
- Utilise environmentally friendly and sustainable design principles for water, energy consumption and building materials, in line with the Colac Otway Rural Living Strategy;
- Create spaces that are fit for purpose, meet the minimum standard for facility development, and are safe, useable and can be easily maintained and;
- Utilise Universal Design and access principles.

#### **Community access and ownership**

- Ensure future site or building improvements support increased community use, access, functionality and visual amenity;
- Promote a sense of place and community for people of all ages and for families;
- Encourage future use and management opportunities that increase partnerships between all site stakeholders, including Colac Otway Shire and DSE and,
- Ensure future enhancement provides strong connection with the Colac Otway Public Open Space Strategy and Regional Recreation Reserves Master Plan and creates a sense of ownership of the Recreation Reserve from the local community.

## 6 | MASTER PLAN IMPLEMENTATION

### 6.1 Key priorities

To ensure that the vision for the Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Reserve, - to provide a healthy and welcoming contemporary sport and recreation venue for the existing user groups and the broader Barwon South West District - is realised, there are a number of priority actions that need to be owned, managed and implemented within a timely and efficient manner.

The following provides a breakdown of future priorities tailored to achieving the best outcome for both Reserves, key stakeholders, and the local community.

1. Ensure the basic needs and requirements of existing sporting groups at the Pirron Yallock Recreation Reserve are adequately catered for in the current temporary facilities on site to support ongoing operations;
2. Undertake detailed planning for the development of a new multi-purpose community sports facility at the Pirron Yallock Recreation Reserve and plan to remove any residual non-functional buildings;
3. Conduct detailed design work for the construction of two new tennis courts and associated infrastructure in the south west corner of the Pirron Yallock Recreation Reserve site.
4. Following the development and provision of tennis and other supporting infrastructure at the Pirron Yallock Recreation Reserve, convert the existing tennis courts at Swan Marsh to informal recreation space and potential overflow car parking;
5. Create and enhance connections between the Recreation Reserve and the Swan Marsh township by investigating the development of a shared pathway along Swan Marsh Road;
6. Upgrade supporting infrastructure at the Pirron Yallock Recreation Reserve such as sports field and Reserve lighting;
7. Remove existing toilet block and create provision for public toilet facilities on site to be integrated into the design of any new community sports facility;
8. Upgrade park furniture, spectator seating and shade and new play area at the Pirron Yallock Recreation Reserve, subject to available funding.

The full implementation plan for the Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Reserve Master Plans is provided in Section 6.4 and is dependent on available funding, stakeholder involvement and key priorities.

Priorities will need to be considered in the future planning of annual budgets and capital projects and should also be considered in line with Colac Otway Shire priority projects. Where relevant, funding support and resource contributions from key Reserve user groups may be required where there is a direct benefit received.

Establishing strong relationships with Government Departments and existing and potential sponsors will also be essential to explore future funding opportunities.

### 6.2 Priority actions

Actions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the Pirron Yallock Recreation Reserve and Swan Marsh Tennis Reserve and the primary user groups.

The levels of priority are defined below and are based on the understanding that a new pavilion at the Recreation Reserve is required first to support the relocation of the tennis courts and tennis club activities from Swan Marsh.

It should be acknowledged that priorities can change and are based on available funding. The presentation of new or unknown opportunities or changes in community demands can also alter priorities.

- **Critical**  
Relating to risk mitigation or safety or an item that has a serious impact on service delivery;
- **High**  
Important action that contributes significantly to improving the presentation and/or functionality of the Reserve;
- **Medium**  
Action that contributes to meeting overall Master Plan objectives;
- **Low**  
Action that contributes to overall site improvement activities and;
- **Ongoing**  
Action that will require an ongoing commitment of the Reserve Committee and / or users.

It is proposed that works be scheduled over a ten year timeframe (2013 to 2023) to take into account the scale of the works program, the need to apply to various State and Federal funding programs across a number of years and to manage expenditure within the context of various funding programs.

The following stakeholder acronyms used to identify funding sources and delivery responsibility in the following action plan is defined below:

○ **Community**

Local Swan Marsh and Pirron Yallock communities

○ **COSC**

Colac Otway Shire Council

○ **SMHTCM**

Swan Marsh Hall and Tennis Committee of Management

○ **PYRRCM**

Pirron Yallock Recreation Reserve Committee of Management

○ **SCC**

Stonyford Cricket Club

○ **COAFC**

Colac Otway Amateur Football (Soccer) Club

○ **RDAF**

Regional Development Australia Fund

○ **SRV**

Sport and Recreation Victoria

○ **RDV**

Regional Development Victoria

○ **SMTCC**

Swan Marsh Tennis Club

○ **TV**

Tennis Victoria

○ **TA**

Tennis Australia

○ **FFV**

Football Federation Victoria

○ **NII**

No specific stakeholder identified

The future directions plan for the Pirron Yallock Recreation Reserve and the Swan Marsh Tennis Reserve is provided in **Appendix 2** and **Appendix 2a**.

## 6.3 Potential funding opportunities

The successful implementation of the Master Plan will rely on the capacity to secure external funding to support program delivery. Following is a summary of several external funding programs available.

### 6.3.1 Australian Sports Foundation

It is recommended that once the Master Plan is formally adopted by Council, links are established with the Australian Sports Foundation (ASF).

The ASF was established by the Australian Government to assist community organisations to raise funds for the development of Australian Sport.

ASF assists not for profit sporting clubs and community groups in raising crucial funds for development projects by offering tax deductible donations. A project is registered and individuals and businesses can make tax deductible donations to the ASF.

In line with taxation law, all donations must be made unconditionally to the ASF. Donors may nominate a registered project as a preferred beneficiary; however donors cannot insist or direct that their donations to benefit a specific project. Although the ASF cannot guarantee donations will be directed to a specific project, as the tax deductibility of the donation would be compromised, in most cases the donation is attributed to the nominated project.

Some recent successful case studies that generated funds through this program for facility development projects include the Greenvale Cricket Club, Port Adelaide Football Club, Old Bar Tennis Club Pavilion Development (NSW) and the Hamilton Lawn Tennis Club.

### 6.3.2 Sport and Recreation Victoria, Minor Facilities Program

The Community Facility Funding Program helps provide high-quality, accessible community sport and recreation facilities across Victoria by encouraging:

- Increased sport and recreation participation
- Increased access to sport and recreation opportunities
- better planning of sport and recreation facilities
- innovative sport and recreation facilities
- environmentally sustainable facilities
- universally designed facilities.

Grants are provided for planning and building new and improved existing facilities where communities meet, interact and participate in sport and recreation.

Of relevance are the Planning, Minor and Major Facilities Grants

- Grants of up to \$30,000 are available for projects focussing on recreation planning in one municipality.
- Grants of up to \$100,000 for any one project (where the total cost is up to \$500,000) are available for community groups, working in partnership with local government, to develop or upgrade community sport and recreation facilities.
- Grants of up to \$650,000 (where the total project cost is more than \$600,000) are available to develop or upgrade major sport and recreation facilities.

### **6.3.4 Regional Development Australia Fund**

The Regional Development Australia Fund (RDAF) supports the infrastructure needs of regional Australia and funds capital infrastructure projects which are identified as priorities by local communities.

The program is administered by the Department of Regional Australia, Local Government, Arts and Sport and provides funding for **sport and recreation projects** that provides infrastructure to support local and regional sport, such as upgrades to stadiums, ovals and playing facilities, lighting to facilitate evening events, walking trails, grandstands and player facilities.

Round three and four funding applications closed recently and information on expressions of interest for round five will be available on the RDAF web site [www.rda.gov.au](http://www.rda.gov.au)

### **6.3.4 Regional Development Victoria – Putting Locals First**

The Putting Locals First Program (PLFP) component of the Regional Growth Fund (RGF) is a \$100 million initiative designed to enable regional communities to devise and deliver service and infrastructure responses which reflect local priorities.

The PLFP will support stronger and more sustainable regional communities by building their capacity to drive development in their region. The program is administered by Regional Development Victoria (RDV) regional offices to achieve the following primary outcomes:

- improved infrastructure, facilities and services
- increased business and employment opportunities
- improved community connections
- communities taking action on their own behalf

Developing local infrastructure is a key component of the funding as communities need a range of well located, designed and operated facilities if they are to be socially inclusive, active and liveable.

### **6.3.5 Tennis Australia National Court Rebate Scheme (NCRS)**

The NCRS assists member affiliates and local government to develop new tennis courts or upgrade old courts and associated infrastructure.

The scheme will offer more than \$2 million annually for the next three years. Tennis Australia's member affiliates are invited to submit applications for funding to develop or upgrade court surfaces and associated infrastructure.

Clubs can apply for funding in base preparation and development, lighting, resurfacing, fencing, water saving and ancillary items. The likely maximum funding level would be approximately \$6,000 per court.

Preference for NCRS funding will include the development of floodlit acrylic hard courts, but would not support asphalt surfaces. The ability to incorporate blended mini court lines within the proposed court development may be an advantage.

### **6.3.6 Colac Otway Shire budget process**

The Colac Otway Shire contributes to the development of facilities, services and key infrastructure across the Shire.

Funding from Council would be necessary to support and match any funding applications to State or Federal Government for facility improvements or upgrades.

### **6.3.7 Current 2010 Election Commitment**

The Swan Marsh Tennis Club, along with four other tennis clubs in the Colac Otway Shire, received an election commitment from the Victorian Liberal Government in 2010 which to date remains unspent.

The Club received a \$30,000 commitment to upgrade and improve the safety of the tennis courts at Swan Marsh, which is well below the funding required for a full court reconstruction as recommended in the 2004 Tennis Victoria Audit.

It is recommended that the Colac Otway Shire and the Swan Marsh Tennis Club advocate through the State Member for Poiwarth, Terry Muirer MLA, for these funds to be reallocate to support the development of new tennis courts at the Pirron Yallock Recreation Reserve.

## 6.4 Priority Actions List

| No.                                                   | Action Items / Description                                                                                                                                                                                                                                                                                                                       | Cost Estimate / Allowance | Priority | Potential funding source       | Pirron Yallock Recreation Reserve | Swan Marsh Tennis Reserve |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------|--------------------------------|-----------------------------------|---------------------------|
| <b>Stage 1: Detailed Planning and Design Work</b>     |                                                                                                                                                                                                                                                                                                                                                  |                           |          |                                |                                   |                           |
| 1                                                     | Undertake detailed planning, design documentation and cost estimates for a new or refurbished community sports facility to replace the existing pavilion at the Pirron Yallock Recreation Reserve. Planning should include investigations into the use of a modular building for this purpose.                                                   | \$30,000                  | High     | PYRRCM, COAFC, COOSC, SRV      | ✓                                 |                           |
| 2                                                     | Develop design plans and costs for the relocation of the tennis courts from the Swan Marsh Tennis Reserve to the Pirron Yallock Recreation Reserve. The footprint of the courts should be designed to accommodate two courts with a low maintenance surface and consider root barrier treatments, drainage requirements and car parking.         | \$25,000                  | High     | SMHTCM, SMTG, COOSC, TWC       |                                   | ✓                         |
| 3                                                     | Further develop the design and implementation of proposed future works to convert the Swan Marsh Tennis Reserve into an informal community sport and recreation space for the local community. This may include further community consultation on key infrastructure provision and detailed design plans and costings for construction purposes. | \$5,000                   | High     | SMHTCM, SMTG, COOSC, Community |                                   | ✓                         |
| 4                                                     | Investigate the feasibility of a designated shared pathway that connects the Swan Marsh Tennis Reserve to the Pirron Yallock Recreation Reserve.                                                                                                                                                                                                 | Ongoing                   | Medium   | COOSC                          | ✓                                 | ✓                         |
| 5                                                     | Develop a planting plan to increase visual amenity, improve space delineation and shade for spectators at the Pirron Yallock Recreation Reserve                                                                                                                                                                                                  | \$5,000                   | Low      | COOSC, Community               | ✓                                 |                           |
| <b>Stage 2: Funding investigation and procurement</b> |                                                                                                                                                                                                                                                                                                                                                  |                           |          |                                |                                   |                           |
| 6                                                     | Investigate all potential funding opportunities outlined in section 6.3 of the master plan report to determine priorities, eligibility, timelines and capacity of the funding program to deliver project objectives.                                                                                                                             | Ongoing                   | High     | COOSC                          | ✓                                 | ✓                         |

| No.                                        | Action Name / Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Cost Estimate / Allowance     | Priority | Potential funding source                            | Pirron Yallock Recreation Reserve | Swan Marsh Tennis Reserve |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-----------------------------------------------------|-----------------------------------|---------------------------|
| 7                                          | Present the Master Plan and vision for the Reserve to key funding providers to explore future funding opportunities, identify any gaps in funding requirements and establish a process and timelines for funding applications.                                                                                                                                                                                                                                                                                                                                          | Ongoing                       | High     | COSC                                                | ✓                                 | ✓                         |
| 8                                          | Develop a funding strategy in line with priority projects to understand future funding opportunities, timeliness the most appropriate funding model for identified project.                                                                                                                                                                                                                                                                                                                                                                                             | Ongoing                       | High     | COSC                                                | ✓                                 | ✓                         |
| <b>Stage 3: Infrastructure Development</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                               |          |                                                     |                                   |                           |
| 9                                          | Expand and further establish the existing temporary facilities at the Recreation Reserve to support the continued operational needs of the tenant clubs (cricket and soccer) in the short to medium term. This may include additional change facilities, storage and administration / office areas.                                                                                                                                                                                                                                                                     | TBC                           | Critical | COSC, PYPRCM, SOC                                   | ✓                                 |                           |
| 10                                         | Based on investigations, either refurbish or demolish and replace the existing sports pavilion at the Recreation Reserve, providing a multi-purpose sports facility to accommodate local sporting clubs and other community activities. Consideration should be given to the use of modular buildings to replace the existing pavilion. The development should include adequate change rooms, social area, meeting room, septic system, irrigation tank, kitchen / bar facilities and a combined undercover viewing and spectator areas for the oval and tennis courts. | \$650,000                     | High     | COSC, SRV, EDAF, RDV, SOC, ODAFC, PYPRCM, Community | ✓                                 |                           |
| 11                                         | Remove existing trees and plant appropriate screenings to accommodate the redevelopment of the former netball courts at the Recreation Reserve and provide a two court tennis facility with associated infrastructure, services and roof barrier protection. The court surface should be of low maintenance, preferably acrylic and also be flexible in providing for modified soccer activities such as SSF.                                                                                                                                                           | \$120,000                     | Medium   | COSC, SRV, RDAF, RDV, SMHTCM, SMTC, TA              | ✓                                 |                           |
| 12                                         | Following completion of tennis infrastructure and the permanent relocation of the Swan Marsh Tennis Club to the Pirron Yallock Recreation Reserve, convert the Swan Marsh Tennis Reserve to an informal community sport and recreation space.                                                                                                                                                                                                                                                                                                                           | TBC (subject to final design) | Medium   | COSC, RDV, SMHTCM, SMTC, Community                  |                                   | ✓                         |
| 13                                         | Install a set of basic children's play equipment with safety fencing to Australian Standards.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | \$10,000                      | Medium   | PYPRCM                                              | ✓                                 |                           |

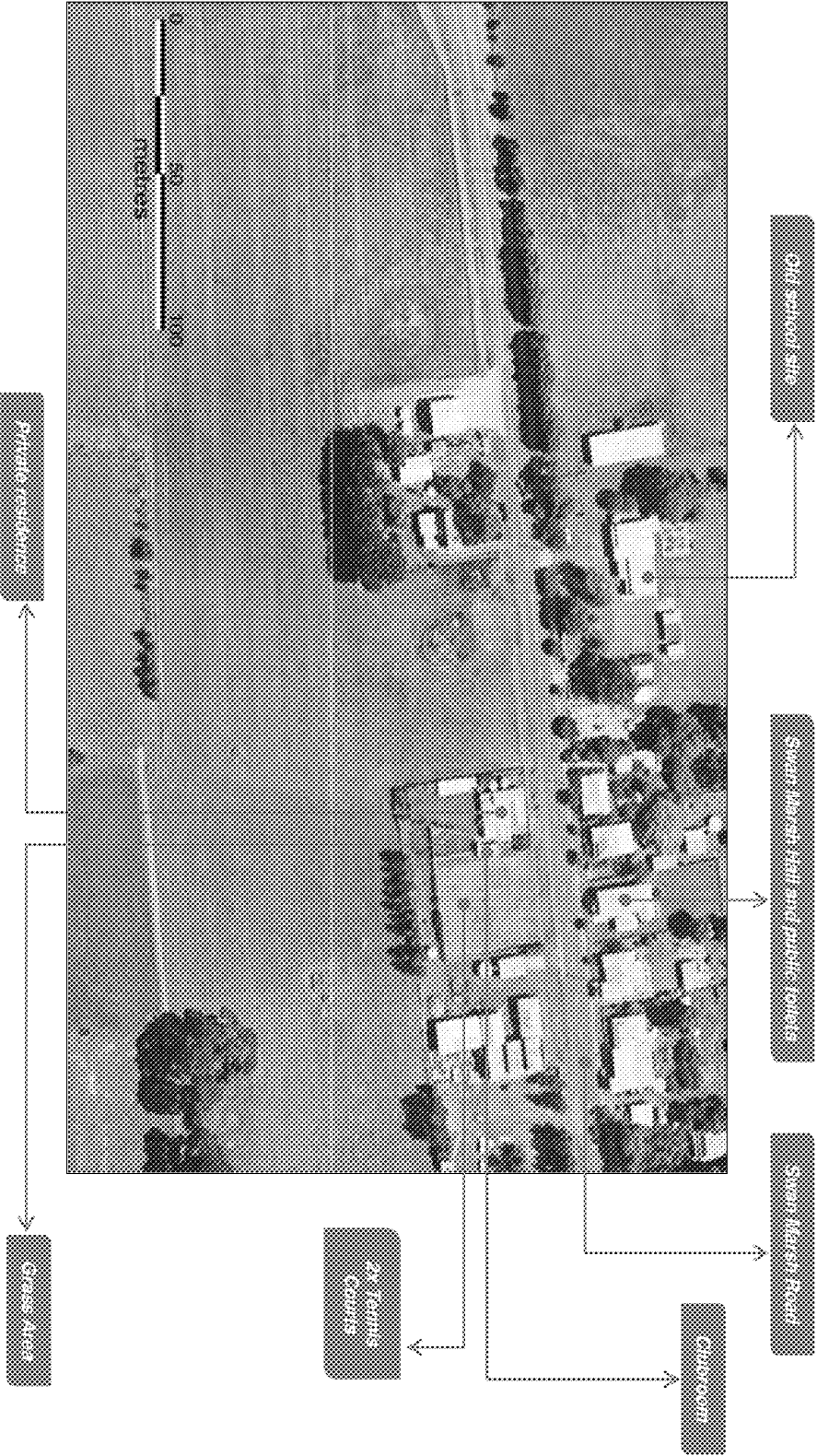
| No.                         | Action Name / Description                                                                                                                                                                                                                                                     | Cost Estimate /<br>Allowance | Priority | Potential funding<br>source              | Pirron Yallock<br>Recreation<br>Reserve | Swan Marsh<br>Tennis Reserve |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------|------------------------------------------|-----------------------------------------|------------------------------|
| 14                          | Upgrade the oval at the Recreation Reserve to increase the capacity and playability of the playing surface and surrounds. The scope of works should include installation of an in ground irrigation system, all season cricket pitch and floodlighting to training standards. | \$200,000                    | Low      | COSQ, SRV,<br>PYRRQM, SCC,<br>COAFC, FFV | ✓                                       |                              |
| 15                          | Provide adequate seating, shade and spectator areas around the oval and tennis courts to enhance spectator amenity, and provide a water bubbler to encourage casual use of the Reserve.                                                                                       | \$25,000                     | Low      | COSQ, PYRRQM                             | ✓                                       | ✓                            |
| 16                          | Introduce new planting and landscaping to create improved visual amenity and welcoming nature of the site.                                                                                                                                                                    | \$30,000                     | Low      | PYRRQM,<br>SMHTCM                        | ✓                                       | ✓                            |
| 17                          | Remove the storage container located at the Recreation Reserve and install a permanent maintenance and storage shed to house the onsite tractor, irrigator, and portable goals and bowling machine.                                                                           | \$25,000                     | Low      | PYRRQM, SCC,<br>COAFC                    | ✓                                       |                              |
| 18                          | Construct a shared gravel pathway along the Swan Marsh Road Reserve to provide a safe off road link from the township of Swan Marsh to the Pirron Yallock Recreation Reserve.                                                                                                 | \$50,000                     | Low      | COSQ                                     | ✓                                       | ✓                            |
| <b>Total proposed works</b> |                                                                                                                                                                                                                                                                               | <b>\$1,275,000</b>           |          |                                          |                                         |                              |

\* Please note the value of the proposed works included in the above table are estimates only and are not based on any detailed facility design or site investigation into soil profile.

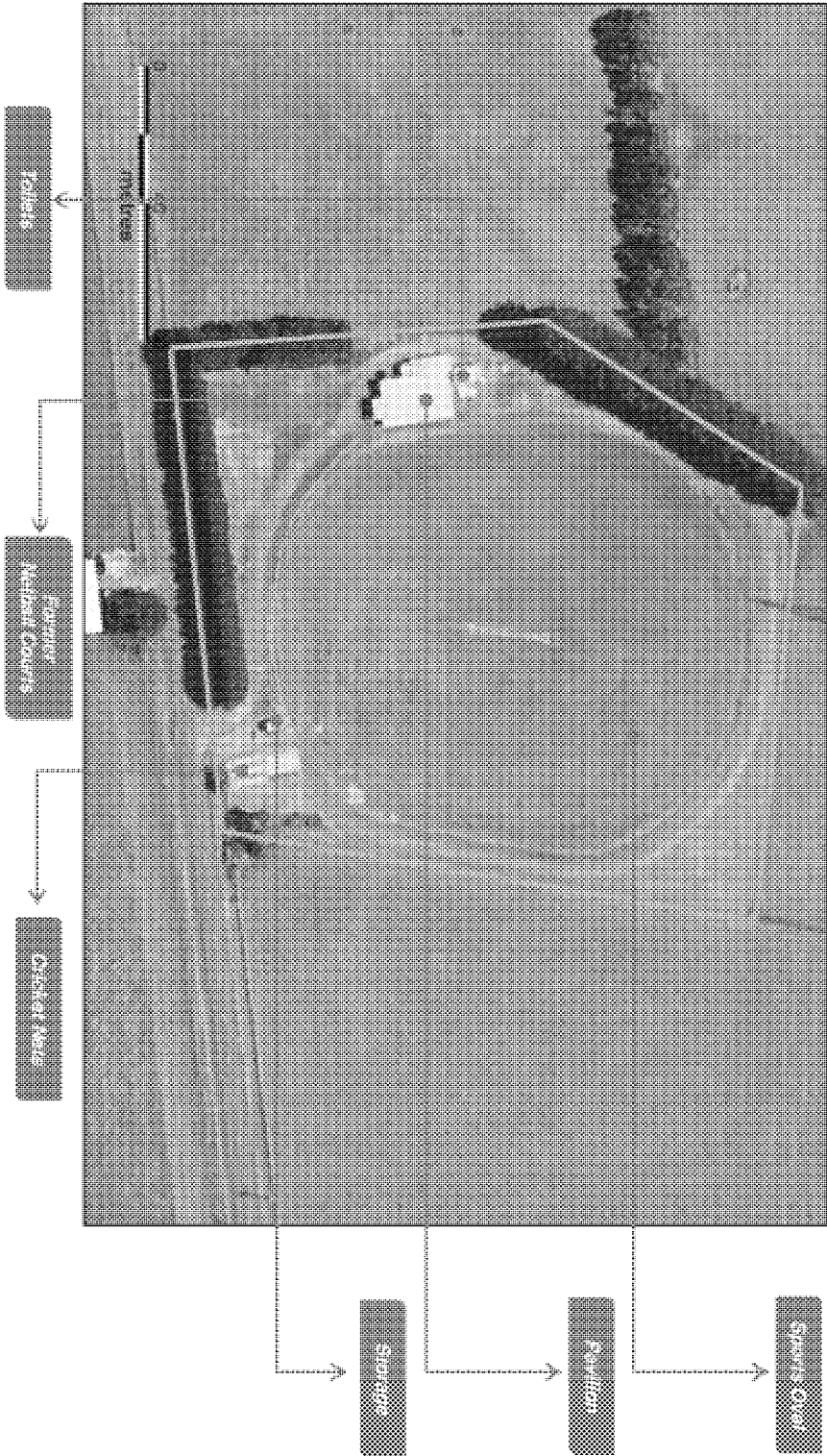
The following table identifies the costs of proposed works for each priority action. Priority actions are defined as critical, high, medium and low to help guide Council's future decision making. These estimates do not include the cost of proposed works that have been identified as ongoing or to be confirmed (TBC).

| Priority action | Value of proposed works |
|-----------------|-------------------------|
| Critical        | TBC                     |
| High            | \$60,000                |
| Medium          | \$780,000               |
| Low             | \$435,000               |

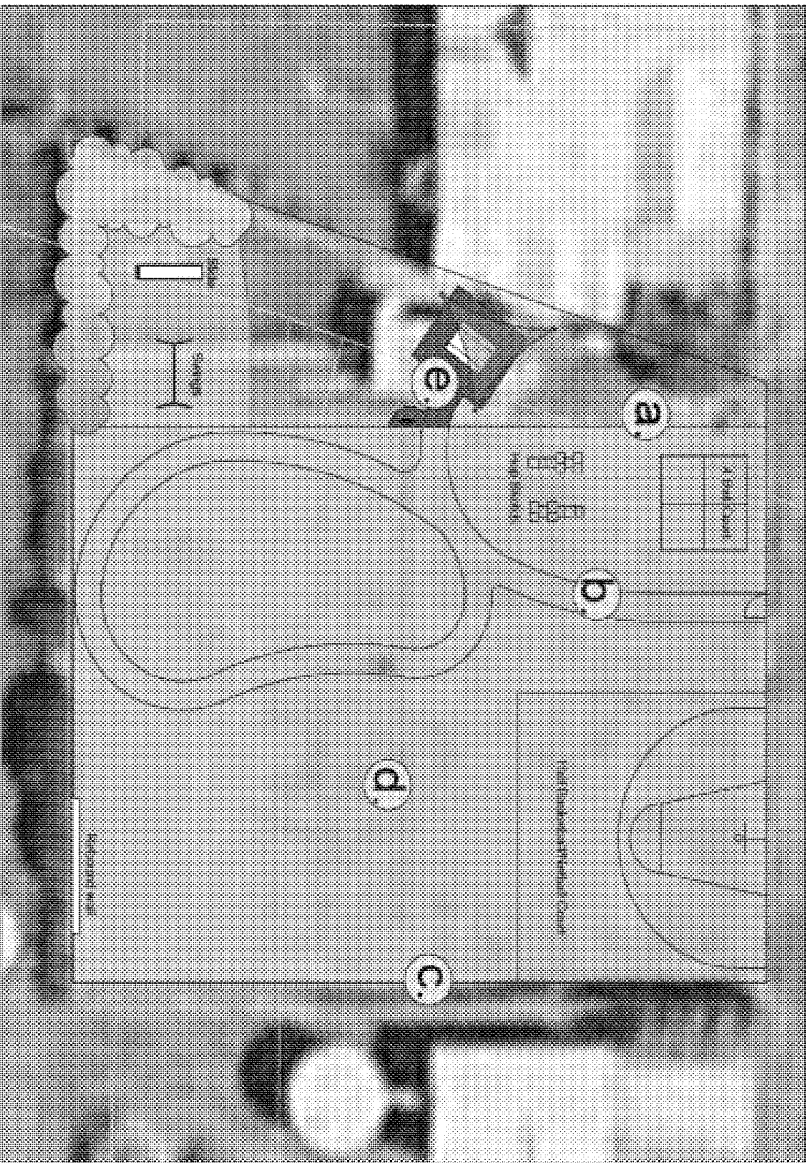
Appendix 1 | Site Analysis Plan – Swan Marsh Tennis Reserve



Appendix 1a | Site Analysis Plan – Pirron Yallock Recreation Reserve



Appendix 2 | Future Directions Plan – Swan Marsh Tennis Reserve



| LEGEND |                                              |
|--------|----------------------------------------------|
|        | Existing Asphalt to be utilized as play zone |
|        | Proposed Soft Fall Zone                      |
|        | Proposed Straddle Soil                       |
|        | Proposed Concrete Area                       |
|        | Proposed Paved Bike Path                     |
|        | Proposed Screen Plantings                    |
|        | Proposed Driveway Foundation                 |
|        | Proposed Paved Table                         |

Masterplan Recommendations:

- 1. Clubhouse and Tensling  
Remove existing clubhouse fence and clubhouse  
Existing Court Surface  
Paved and locate existing court surface and define  
court edges
- 2. Reserve Fencing  
Install new low block cyclone mesh fence to  
isolate perimeter with pedestrian and vehicle  
access
- 3. Play Elements  
Install informal play elements including adjustable  
basketball hoop, low netting for big swing  
and ball netting track, and 3 for an web with  
painted circles, stumps and screen table. Install  
small swing set and slide
- 4. Paved Area  
Remove trees with existing water and shade installed  
on the existing paved area



Swan Marsh Tennis Club  
Master Plan

October 2013

draft








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24HOURS/24HOURS

## A black and white photograph showing a large, curved, metallic structure, likely a component of a spacecraft or aircraft. The structure has a smooth, rounded surface with several small, circular fasteners or bolts visible along its edge. A small, rectangular label with some text is attached to the left side of the structure. The background is dark and indistinct.

Legend

|  |                                                     |
|--|-----------------------------------------------------|
|  | Strong flow                                         |
|  | Existing traffic lights                             |
|  | Existing traffic lights, bus-pooling or car-pooling |
|  | Existing street crossing                            |
|  | Proposed parking station                            |
|  | Proposed playground                                 |
|  | Proposed tennis courts                              |
|  | Feeling free                                        |

- |       |                                                                                                                                                                                                                                                                 |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2500+ |  <p><b>Non-Dependence</b><br/>Depends on existing capital and having a lot of money to invest, which leads to a high risk of bankruptcy.</p>                                 |
| 2500+ |  <p><b>2.4. Social Change</b><br/>The social and economic environment is changing rapidly, and the business must adapt to these changes. This is a high risk of failure.</p> |
| 2500+ |  <p><b>Capital and Funding</b><br/>The business needs a large amount of capital to start and maintain, which is a high risk of failure.</p>                                  |
| 2500+ |  <p><b>Real Performance</b><br/>Businesses need to maintain a high level of performance, which is a high risk of failure.</p>                                                |
| 2500+ |  <p><b>Global Expansion</b><br/>Businesses need to expand globally, which is a high risk of failure.</p>                                                                     |
| 2500+ |  <p><b>Shared with a Joint Venture</b><br/>Businesses need to share their resources with a joint venture, which is a high risk of failure.</p>                               |
| 2500+ |  <p><b>Non-Dependence</b><br/>Businesses need to be independent of their suppliers and customers, which is a high risk of failure.</p>                                       |

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# RED ROCK REGION



MARCH 2013

COMMUNITY INFRASTRUCTURE PLAN

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# Red Rock Region

## COMMUNITY INFRASTRUCTURE PLAN

### 1. INTRODUCTION

#### 1.1 The project

The Red Rock Region is located north west of Colac and consists of the townships of Coragulac, Cororooke, Alvie, Warrion and surrounding areas. The region extends from Cororooke and Corunnun in the South to Dreeite in the North, and from Lake Corangamite in the West to Lake Colac and Warrion in the East.

The Red Rock Progress Association (RRPA) was formed in 2011 to establish a strategic and cohesive direction for improvements and upgrades to the region in line with the identified needs and wants of the community.

The purpose of this project was to prepare a Regional Community Infrastructure Plan for the overall region as well as specific elements for the four identified townships. A focus of the Community Infrastructure Plan was to enhance the connectivity between the townships within the region, as well as using the material that had been obtained from community consultation already undertaken by the RRPA.

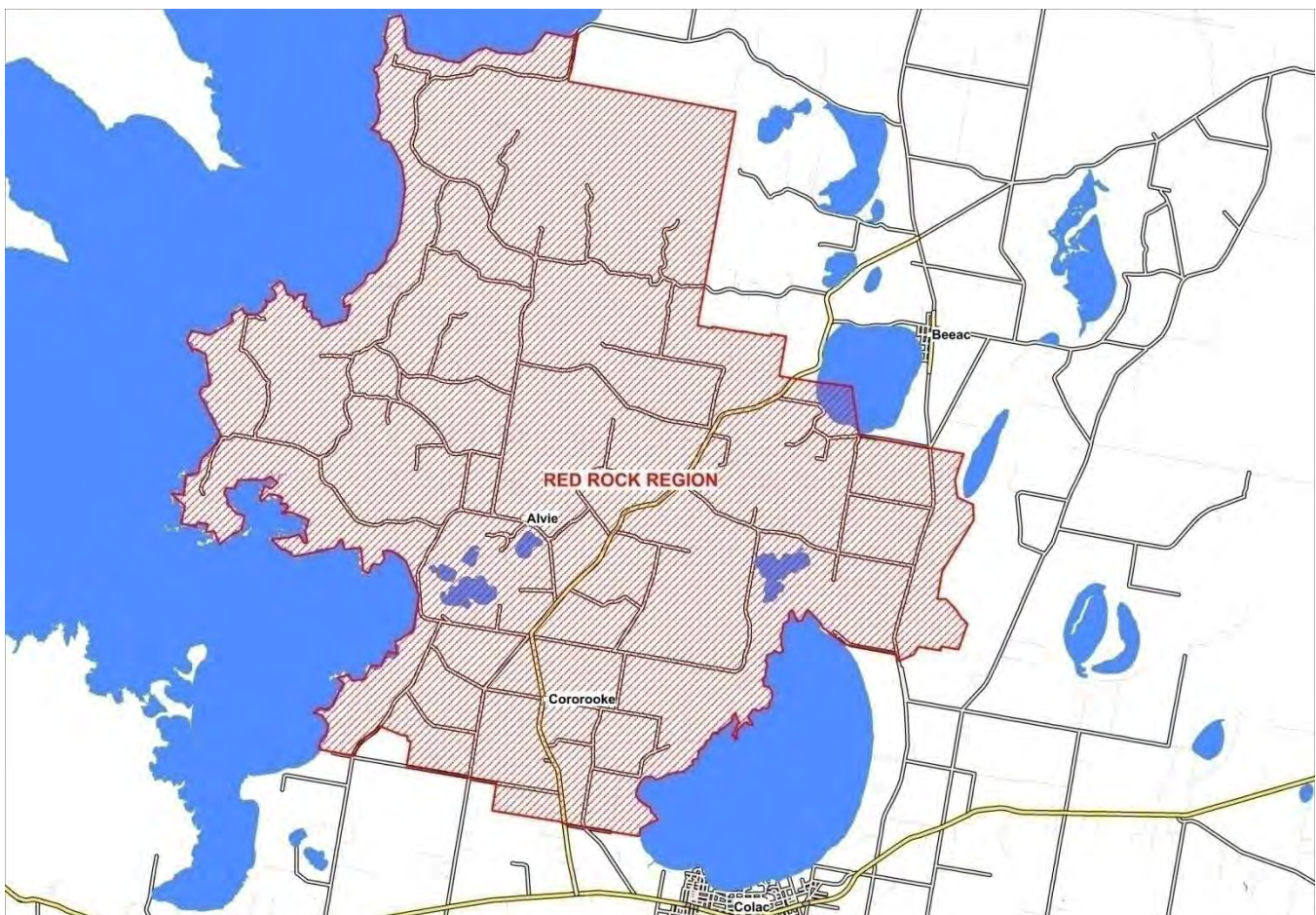


## 2.0 LOCATION AND CONTEXT

### 2.1 Red Rock Region

The Red Rock Region is approximately 12km North of Colac and is generally considered to be bordered by Cororooke and Corunnun in the South, Dreeite in the North, Lake Corangamite in the West and Lake Colac and Warrion in the East. The region takes its name from the Red Rock Volcanic Complex which was the site of many violent volcanic eruptions and which resulted in the craters and lakes found in the area.

The region consists of four main townships - Alvie, Coragulac, Cororooke and Warrion, with the surrounding land used for agricultural purposes, predominantly dairy farming. Being located so closely together the townships often share facilities.



### 2.2 Alvie

Located approximately 18km north of Colac at the foot of Red Rock, Alvie is a small township with predominantly residential properties. The township has a recreation reserve including clubroom and social facilities which have recently been upgraded. The Red Rock Winery is located at the corner of Corangamite Lake Road and Red Rock Reserve Road. Also at the base of Red Rock is a picnic area with public toilets, playground, free gas barbecues, undercover seating with tables and benches.



## 2.3 Cororooke



Approximately 10km from Colac, Cororooke is located on the corner of Corangamite Lake Road and Factory Road. Recognised as the largest of the townships within the Red Rock Region, Cororooke has the largest concentration of residential properties as well as a general store, post office, tennis courts and public hall. Recent developments have included a new café and the Red Rock Regional Theatre and Gallery.

Cororooke is also the site for the Fonterra milk processing factory. The factory is due to cease operations in late 2013.

## 2.4 Warrion

Warrion is a small settlement on the Coragulac Beeac Road approximately 22km north of Colac. It consists of a small residential area and includes a cricket ground, CFA Station, Public Hall, church, hotel, and farm machinery repair workshop. As with the other townships in the region, the surrounding area is used for agricultural purposes, predominantly dairy farming.



## 2.5 Coragulac



A small township approximately 13km from Colac on the Corangamite Lake Road between Ryans Lane and Coragulac Beeac Road. The township has two distinct precincts, one at the intersection of Corangamite Lake and Coragulac Beeac Roads, and at the intersection of Ryans Lane and Corangamite Lake Road. Aside from a range of residential properties, the township has the heritage listed St Brendan's Church and adjacent primary school.

## 3.0 POLICY CONTEXT

### **3.1 Local Context**

The Red Rock Region is located in the Rural North area of Colac Otway Shire in the South West Region of Victoria, approximately 160km from Melbourne. The Rural North is bounded by Golden Plains Shire in the north, Surf Coast Shire in the east, generally by Birregurra Deans Marsh Road, Deepdene Road, Colac-Murroon Road, Colac Forrest Road, Trasks Road, Collins Road, Drapers Road, Colac- Ballarat Road, Lake Colac, Kennys Lane, Browns Lane, Nalangil Road and McGrath Road in the south and Corangamite Shire in the west. The area includes the townships of Alvie, Beeac, Birregurra, Coragulac, Cororooke, Cressy and Warrion.

According to ID Forecast, the Rural North is expected to experience a nominal population decrease by 2021 of -0.48%. This is based on an increase of over 10 households, with the average number of persons per household falling from 2.55 to 2.35 by 2021.

### **3.2 Demographic Considerations**

The Red Rock Region is made up of 4 smaller regions as classified under the ABS State Suburb Code (SSC) area classification index rather than standard geographical classification. The Census does not release data for gazetted localities. The date expressed in this report represents the State Suburb (SSC) match.

The Red Rock Region has an overall population of 1189, of which 20.7% are aged 0 – 14, while 13.96% are aged 65 and over. There are 335 families in the region. The area surrounding Cororooke has the largest population, with 383, followed by Warrion, with 307. The Alvie area has 276, while the Coragulac area has a population of 223.

The demographic profile of the region shows that there is a need to consider activities for families and their children, and while the proportion of residents aged 65 and over is less than both the Colac Otway Shire and G21 region, there is still a need to consider opportunities for social interaction between the elderly residents.

### **3.3 Policy Context**

The following policies, strategies and plans were reviewed as a part of the development of this Community Infrastructure Plan.

#### **3.3.1 Colac Otway Shire Rural Living Strategy (2011)**

The Colac Otway Shire Rural Living Strategy was developed to provide a land use framework to guide the current and future management of rural living land and rural settlements throughout the Shire. The key findings for the Red Rock Region include that there are limited areas with the potential for future development due to the lack of services and infrastructure and the high value of the surrounding agricultural land. Areas between the two sections of the Coragulac township have experienced demand for rural residential living.

#### **3.3.2 Colac Otway Shire Tennis Facility Audit and Development Plan (2011)**

The Colac Otway Shire Tennis Facility Audit identified several issues with the current tennis courts at Cororooke. State funding has been allocated to re-seal the current courts however it has been identified that the courts require a full reconstruction which is estimated at up to \$200,000.

#### **3.3.3 Colac Otway Shire Public Open Space Strategy**

The Colac Otway Shire Public Open Space Strategy provides a strategic direction in the provision of a widely varied and sustainable network of open spaces throughout the Shire which meets the needs of the diverse community for recreation, sporting and social opportunities. The strategy identified that the Rural

North of Colac Otway Shire is unlikely to see any significant increase in the coming 15 – 20 years, and has satisfactory open space in terms of access, amount and quality however there is some opportunity for improvement.

## **4.0 SITE ANALYSIS**

### **4.1 Community Engagement**

The consultation process was initiated by the Red Rock Progress Association. Mid 2011, a community meeting to gather community ideas, concepts, needs and wants was held. The meeting also included the opportunity for community members to put forward ideas not specifically related to the development of the Community Infrastructure Plan, such as events, markets and newsletters.

This list was then released to the community in the form of a survey. The community was invited to highlight priorities, and rank those which they considered to be their highest. The results were then formulated into a table, see attached as Appendix 4.

Funding was allocated in the 2011/2012 Small Town Improvement Program to contact a consultant to collate these responses and develop a Regional Community Infrastructure Plan based on a number of criteria including the survey results. The plan was developed following a number of site visits and analysis, and was then provided to the community for feedback.

This feedback was incorporated into the Draft plans, which were then presented at a meeting of the Progress Association in November 2012. During the meeting the underlying concepts of the plan were also presented to ensure the community had an understanding about foundations upon which it was developed. Further feedback was received and has been incorporated.

### **4.2 Analysis**

#### **4.2.1 Red Rock Region**

Physical linkages between the towns are provided by roads, with visual linkages provided by cluttered, confusing and poorly maintained signage. The region has strong geological, avian and heritage influences which could be capitalised on to enhance linkages and generate brand recognition for visitors.

The Lake Corangamite nature reserve on Bayers Road has no infrastructure present. In the past it was a popular swimming location. There was also a small refreshment kiosk (which burnt down and was never replaced) and a small change room/ toilet block. There are several ad hoc vehicle tracks which do not lead anywhere. Along Bayers Road several older Cyprus trees create an attractive avenue feel along the road.



#### **4.2.2 Alvie**



The areas of Alvie that were concentrated on were the Recreation Reserve, playground and picnic reserve and the Red Rock Lookout Reserve.

The recreation reserve is a high value sports hub which is the home ground of the Alvie Football and Netball club. The facilities include a sports oval, netball court, practice cricket nets and the recently upgraded clubrooms.

The Red Rock Lookout Reserve has the potential for versatile recreation activities, arts and entertainment and events such as hill races, outdoor concerts and farmers markets. A major challenge to most activities is the wind, and so consideration should be given to rock wall construction that does not restrict the views.

#### **4.2.3 Cororooke**

As the gateway to Red Rock, the town should set the tone and theme for the region. This could be achieved through signage, logos and tree planting.

Currently the town lacks focus for passive recreation which if it were available could also act as a link to the townships venues and assets. The existing sites at the Hall and Tennis Courts lack space to accommodate a range of facilities without clashes with parking requirements at peak use times. In addition to this, they are located at the edge of town and lack prominence and centrality.



Consideration should be given to the creation of a central hub which could include public toilets, picnic facilities, shelter shade trees, pedestrian paths as well as paths linking the Gallery, General Store, Tennis Courts and Hall. Potential sites could include part of the Fonterra site.

The Public Hall is a well used venue for community activities with facilities including a large communal room, stage, kitchen, bathrooms and toilets. It is the headquarters of the Colac Veteran Cycling Club.

The centre of the township is dominated by the Fonterra site, which is proposed to be closed by late 2013 or early 2014.

The tennis courts are located on Factory Road on land that was donated to the club some time ago. The current courts utilise almost all of the available space, with no further space available for additional facilities such as upgraded clubrooms or storage. Funds have been allocated for renewal of the court surface however further investigation has revealed that a complete rebuild of the courts is required. Further funding is therefore required.

#### **4.2.4 Warrion**



The cricket ground at Warrion is of high value, hosting significant regional cricket matches during the season. It also possesses high value deciduous trees on the perimeter. There is potential to increase the profile of the ground with aesthetically pleasing/heritage signage. There is also the potential to leverage publicity for the district off the cricket games for other events, businesses or touring routes.

## 5.0 RECOMMENDATIONS

### 5.1 Red Rock Region

#### 5.1.1 General

- Establish unity and uniqueness of location through the reinforcement of linkage of sites and towns, and scenic and cycling routes via aesthetically pleasing signage and logos developed specifically for this region in landscape sympatric colours (for example ochre base). Consider some of the unique characteristics of the region such a geological, avian or heritage influences as cues for the logo.
- To further develop the links, each town could be known by a specific or key characteristic. As an example, Cororooke could be known as the Arts and Culture Centre, Warrion the Shows and Dining Centre Alvie the Sports and Recreation hub.
- Develop history boards in picnic shelters or a new Regional Information board aesthetically designed and built at the Gateway to the Region.
- Design and erect aesthetically framed and presented strategic maps at strong focal points within the region, for example, shops, district halls and public toilets. Use these maps to promote the area in venues outside the region.
- Explore the opportunities for a Rail Trail/Bike trail via a feasibility study. Consider a variety of views, natural features and sites of historic importance. The old rail trail site could be interpreted via signage if it is deemed impractical as an actual recreation route.
- Construction of a shared pathway link from the Cororooke township to St Brendan's, Coragulac. Further consultation would be required to assess exact alignment and material type.
- Select and establish specimen tree clusters in all public spaces and power line free roadsides using large heritage trees of limited species to link the region, for example, English Oaks, Araucarias, Date Palms and Cedars or Pines.

### **5.1.2 Corangamite Lake Road**

- Upgrade the entry into the Red Rock Region with signage improvements at the Princes Highway showing townships and route, for example, the Goldfields Touring Route.
- Look to negotiate with owners of the now defunct roadhouse on the corner of the Princes Highway to
  - I. Remove and/or paint out the signage and walls with a dark neutral or regional brand colour with voluntary contributions
  - II. Explore the potential to use the building as a landmark entry to the Red Rock Region with adjacent information boards
- Upgrade the streetscape entry to Red Rock Region with sculptures and/or plantings.

### **5.1.3 Lake Corangamite Nature Reserve.**

- Develop picnic grounds and built shelter on upper foreshore. Commence with a small hub and depending on use and demand, develop further discreet settings and link them with pathways. Mark the site with attractive signage on the roadside.
- Enhance the recreational use via a scenic cycling/walking tracks or boardwalks. Boardwalks could include launching or tie up points for canoes or small boats.
- Protect the landscape from random vehicular movements via formal track construction and the discreet placement of bollards.
- Phase out Cyprus trees as they reach the end of their lifecycle and replace with Eucalyptus, Acacia and Allocasuarina species.
- Remove woody weeds along the roadsides including Lycium (Boxthorn), Coprosma repens (Mirror Bush) and Leptospermum laevigatum (Coast Teatree) and revegetate with indigenous shrub species such as Banksia Marginata (silver banksia).
- Reinforce lake planting with Ficinia nodosa (Knobby Club-rush).
- Explore the viability of enviro-toilets such as those along the Great Ocean Walk.

*Please note: consultation with Parks Vic, DSE, CCMA and Alvie Tree Planters required prior to any revegetation or infrastructure works along the foreshore of Lake Corangamite.*

## **5.2 Alvie**

### **5.2.1 Red Rock Playground and Picnic Reserve.**

- Aesthetically coordinate the discordantly coloured buildings via painting , for example, the picnic shelter as per the brick/block work colour or a dark neutral colour.
- Review the site for low level camping, taking into account potential scope for camping, parking requirements and public access. Also review vehicle movement in terms of risk management. Explore the possibility of hot showers and kitchen preparation/wash up facilities.

- Retain the existing play equipment with the potential to incorporate additional equipment for upper level primary school age groups.

### **5.2.2 Red Rock Reserve**

- Reinstate missing brass plaque.
- Review conservation works to date and ongoing commitment. Ensure consistency with Red Rock Reserve Land Management Plan 2 (Beacon Ecological).
- Investigate acquisition of approx 320 acres of private land surrounding the current reserve and develop a Management Proposal if purchase eventuates.
- Development and installation of interpretive history board sign overlooking historic Coragulac House.
- Install picnic setting at smaller crater site lookout.

### **5.2.3 Alvie Recreation Reserve.**

- Reinforce the Alvie Recreation Reserve as the region's main sporting and multi-purpose recreational hub.
- Landscape entry with formal deciduous tree line inside the fence on both sides. Examples could be Pin Oak, English Oak.
- Plant the southern edge of the netball court along the road to provide a wind break.
- Explore recreational opportunities for play other than formal sporting activities, such as a playground.

*Please note, further consultation would be required to confirm the development of playground facilities in the area. Scarce resources could prevent playgrounds at both the Alvie Recreation Reserve and Red Rock Reserve.*

## **5.3 Cororooke**

### **5.3.1 General**

- Consider creation of a Central Park hub area to include public toilets, picnic facilities, shelter shade trees, pedestrian paths as well as paths linking the Gallery, General Store, Tennis Courts and Hall.
- In the interim, consideration could be given to providing access to the Hall toilets as a way of providing public toilets.
- Development of a shared cycling/pedestrian link to St Brendan's from Cororooke. Preferred surface to be concrete to ensure low maintenance.
- Make central vehicle intersection safer for pedestrians by road re-design with the use of traffic islands or median strips and a pedestrian crossing. Consider the use of other design tools such as surfacing contrasts and strip painting.

### **5.3.2 Public Hall**

- Explore the potential as an alternative community hub and public toilet location. The limitation is that it could become a congested site with competing interests of car parking and passive recreation. The advantage is that the site is available and toilets already exist in the hall

## **5.4 Warrion**

- Create stronger visual links between the township and the Cricket Ground.
- Elevate the amenity of the town with attractive signage and deciduous tree planting to link with the cricket ground.
- Preserve the oak trees along the frontage.
- Upgrades to the Public Hall to include disabled access, renovation of toilets and the introduction of outdoor seating and a BBQ.

## **6.0 IMPLEMENTATION**

The full implementation of the Red Rock Regional Community Infrastructure Plan will need to be assessed and considered in future programs, such as Council's annual Small Town Improvement Program and Community Grants program, as well as Council's annual competitive budget process.

It is anticipated that this plan be reviewed approximately 5 years from its adoption to ensure the content remains relevant to the community's needs and requirements.

It will also be essential to ensure existing relationships with State and Federal Government Departments are maintained to explore existing and future funding opportunities.

The community will need to consider its priorities for these potential programs to ensure the needs and requirements of the community are adequately catered for.

### **Appendix 1 Red Rock Region Community Infrastructure Plan**

### **Appendix 2 Red Rock Region Community Infrastructure Plan – Cororooke Town.**

### **Appendix 3 Red Rock Region Community Infrastructure Plan – Alvie Sites**

### **Appendix 4 Red Rock Community Survey Results.**

### **Appendix 5 Sketch concepts for consideration**



| Community Group                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Project Name and Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Project Cost | Strategic Justification                                                                                                           | Funding Request | Community Contribution Cash and/or In kind labour | Potential External or Other Funding                                                 | Previous Funding & Projects                                                                                    | Recommendations                                                                            |
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| 1) Apollo Bay Chamber of Commerce & Tourism                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Apollo Bay Foreshore Gazebo                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$80,000     | Project is referred to In Otway Coast Committee Coastal Management Plan.                                                          | \$40,000        | \$40,000                                          | Regional Development Victoria have indicated potential for funding for the project. | 2012 / 13 \$11,000 Apollo Bay Harbour Beach Shower and Wind Break Shelter.                                     | \$20,000 conditional on receiving funding from RDV                                         |
| 2) Apollo Bay Chamber of Commerce & Tourism                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><b>Summary</b> – Construction of a new gazebo on the Apollo Bay Foreshore to replace the existing structure which is in poor repair . This will be a community project involving local tradesmen, designers and builders. The new gazebo would reflect history of the local timber and fishing industries. Would provide picnic shelter, meeting place, and venue for small performances.</p> <p><b>Officer Comments</b> –<br/><input checked="" type="checkbox"/> Coastal Crown Land, will require land owners consent. Project already has the support of the Otway Coast Committee.<br/><input checked="" type="checkbox"/> Building permit required.<br/><input checked="" type="checkbox"/> Investigation required on potential Cultural Heritage Management Plan requirements.</p> |              |                                                                                                                                   |                 |                                                   |                                                                                     |                                                                                                                |                                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Apollo Bay Sailing Club Sunshade Construction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$8,300      | Apollo Bay Harbour Master Plan indicates shade around the sailing club facilities however does not support the current facilities | \$7,500         | \$800                                             |                                                                                     | <input checked="" type="checkbox"/> 2012 / 13 \$11,000 Apollo Bay Harbour Beach Shower and Wind Break Shelter. | A project which represents greater community value has already been funded for Apollo Bay. |
| <p><b>Summary</b> –Construction of a frame consisting of pergola poles approx 150mm x 150mm to support a roll out sunshade/weather shade. The area will include the development of a small grassy raised area alongside the Apollo Bay Sailing Club Rooms will be approximately 9m long x 3.5 m wide. The sunshade will be a manually retractable type which will be rolled away when not in use or needed.</p> <p><b>Officer comments</b> –<br/><input checked="" type="checkbox"/> Consent required from both CoM and DEPI<br/><input checked="" type="checkbox"/> Would improve a recreational facility however is there a greater community benefit.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |              |                                                                                                                                   |                 |                                                   |                                                                                     |                                                                                                                |                                                                                            |

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| 3) Barwon Downs community Group   | Barwon Downs Park Beautification and Restoration Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | \$4,250  | This project is supported by the Barwon Downs Township Master Plan 2006 and also the Colac Otway Shire Public Open Space Strategy           | \$3,100                                                                  | \$1,150                                                | <div><div></div><div>12/13 \$25,000 for construction of Combined Community Centre</div><div></div><div>11/12 \$5,000 for planning and preliminaries for this project</div><div></div><div>10/11 Nil</div></div> | \$0<br>Barwon Downs has recently received considerable funding for Combined Community Centre – once complete |
|                                   | <p><b>Summary –</b> Demolition of old shelter shed, plant indigenous plants, three sets of picnic tables and chairs installed and the painting on the old tennis hit up wall be restored</p> <p><b>Officer Comments –</b></p> <div><div></div><div>Future maintenance and inspections required</div><div></div><div>This project implements a specific action from the Colac Otway Shire Public Open Space Strategy (p86)</div><div></div><div>Will trigger a planning permit if vegetation is to be removed.</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |                                                                                                                                             |                                                                          |                                                        |                                                                                                                                                                                                                 |                                                                                                              |
| 4) Beeac Progress Association Inc | Lake Beeac Shared Use Pathway                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | \$30,000 | Pathways have been the number one priority of the community since the development of the Township Master Plan 2002 (Reviewed 2006 and 2010) | \$25,000<br>however willing to stage project and therefore can take less | \$5,000<br>However willing to commit more if required. | <div><div></div><div>12 / 13 \$8,500 Main Street furniture upgrades.</div><div></div><div>11/12 \$12,500 Beeac BBQ Rotunda.</div><div></div><div>10/11 \$1,350 Heritage Street Lighting</div></div>             | \$0<br>Recommended to undertake feasibility studies into the issues identified in referral process           |
|                                   | <p><b>Summary –</b> Construction of a compacted aggregate gravel shared pathway along the foreshore of Lake Beeac from Beal Street to Wallace Street.</p> <p><b>Officer Comments -</b></p> <div><div></div><div>This project is to be undertaken on Crown land that will require landowners consent</div><div></div><div>Need to consider potential Cultural Heritage Management Plan requirements if applicable.</div><div></div><div>Planning permission may be required.</div><div></div><div>The construction of gravel pathways/footpaths is not encouraged due to the high lifecycle costs, maintenance requirements and surface safety issues (ie – rutting, surface erosion from rain etc)</div><div></div><div>Cost per square meter seems high unless constructability is very difficult. Given the location site access should not make this job difficult.</div><div></div><div>Allowance will need to be made for increased maintenance and inspections in future budgets.</div><div></div><div>Aligns with the Colac Otway Shire Public Open Space Strategy and Draft Active Transport Strategy.</div><div></div><div>Lake Beeac is a RAMSAR listed wetlands which will need to be considered when undertaking the project.</div><div></div><div>Spiny Peppergrass is known to exist around the Lake. Consideration will need to be given to ensure the protection of this vegetation.</div><div></div><div>Further investigation required to determine the feasibility of the pathway is suggested.</div><div></div><div>Potential issues with a Crown Lease leaseholder providing access need be resolved.</div></div> |          |                                                                                                                                             |                                                                          |                                                        |                                                                                                                                                                                                                 |                                                                                                              |

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| 5) Beearc Progress Association Inc | Main Street South Footpath<br>(Carryover Project)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$30,250 | Pathways have been the number one priority of the community since the development of the Township Master Plan 2002 (Reviewed 2006 and 2010) | \$26,950 | \$3,300 | \$0 | <div><div></div><div>12 / 13 \$8,500 Main Street furniture upgrades.</div><div></div><div>11/12 \$12,500 Beearc BBQ Rotunda.</div><div></div><div>10/11 \$1,350 Heritage Street Lighting</div><div></div><div>09/10 Nil</div></div> | \$0<br>Gravel footpaths not supported. Insufficient funds in budget. |
|                                    | <div>Summary - Installation of 700 metres of packed gravel footpath along Western side of Main street South from Buchanan Street to the Southern boundary of number 141 Main Street, Beearc. The use of gravel has been identified by the community as the paving material most consistent with the existing semi-rural heritage aesthetic.</div> <div>Officer Comments -<div><div></div><div>Recreation unit supports the upgrade and development of footpaths however question the material that is proposed.</div><div></div><div>The development and construction of gravel footpaths in urban areas is <b>not</b> supported by Infrastructure Unit.</div><div></div><div>Potential for increased maintenance requirement from COSworks</div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |          |                                                                                                                                             |          |         |     |                                                                                                                                                                                                                                     |                                                                      |
| 6) Beearc Progress Association Inc | Lang and Main Street North Footpaths<br>(Carryover Project)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$24,200 | Pathways have been the number one priority of the community since the development of the Township Master Plan 2002 (Reviewed 2006 and 2010) | \$20,900 | \$3,300 | \$0 | <div><div></div><div>12 / 13 \$8,500 Main Street furniture upgrades.</div><div></div><div>11/12 \$12,500 Beearc BBQ Rotunda.</div><div></div><div>10/11 \$1,350 Heritage Street Lighting</div><div></div><div>09/10 Nil</div></div> | \$0<br>Gravel footpaths not supported. Insufficient funds in budget. |
|                                    | <div>Summary - Installation of:<div>a) 300 metres of packed gravel footpath along Western side of Main street North adjacent to the residences at Numbers 23 to 47 Main Street, Beearc,</div><div>b) 100 metres of packed gravel footpath along Southern side of Lang Street from Main Street to Coulston Street, Beearc, and</div><div>c) the installation and/or enhancement of bitumen footpath along Western side of Main Street from Lang Street to the boundary between 47 and 47a Main Street, Beearc.</div></div> <div>The use of gravel has been identified by the community as the paving material most consistent with the existing semi-rural heritage aesthetic and the use of bitumen is consistent with the townships heritage overlay, rural aesthetic as well as existing bitumen footpaths along the entire length of the Main Street retail precinct. Furthermore, this area is adjacent to an existing bitumen parking bay servicing the Masonic Lodge, War Memorial and Retail Premises.</div> <div>Officer Comments –<div><div></div><div>Recreation unit supports the upgrade and development of footpaths however question the material that is proposed.</div><div></div><div>The development and construction of gravel footpaths in urban areas is not supported by Infrastructure Unit.</div><div></div><div>Potential for increased maintenance requirement from COSworks</div></div></div> |          |                                                                                                                                             |          |         |     |                                                                                                                                                                                                                                     |                                                                      |

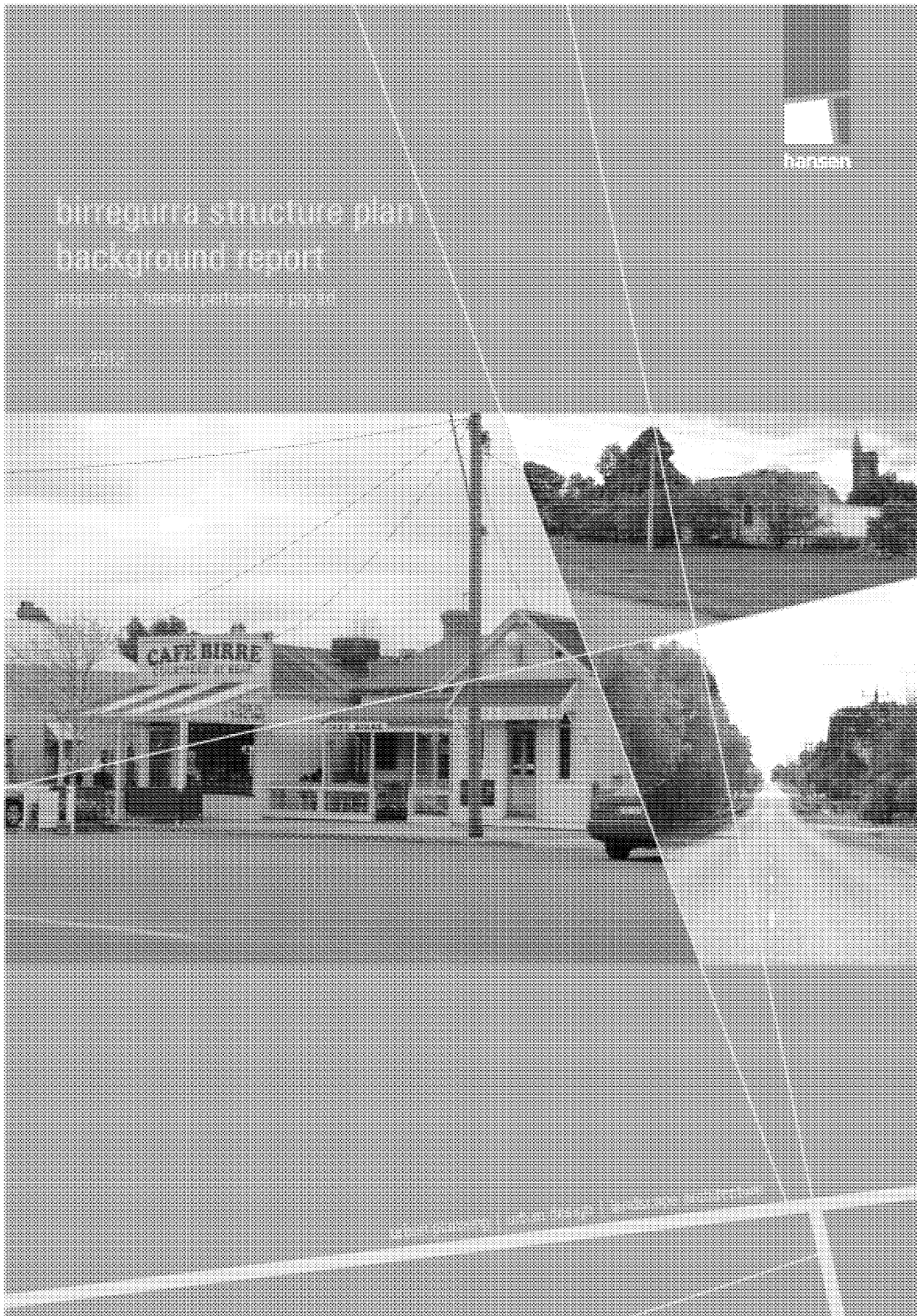
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| 7) Beech Forest & District PA | Main Road Public Art Installation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$12,250 | Aligns with Colac Orway Shire Arts and Culture Strategy. Although no specific mention is made in township Master Plan it does recommend removal of unsafe trees and also development of an attractive landscape | \$12,250 | \$0             | \$0 | <input checked="" type="checkbox"/> 12 / 13 \$5,500 Tree Removal and re-planting<br><input checked="" type="checkbox"/> 11/12 \$5,000 Cliff Young Memorial<br><input checked="" type="checkbox"/> 10/11 \$3,100 Picnic table and seating | \$7,000 partial funding to allow for one tree to be completed. |
|                               | <p><b>Summary</b> – Replace two significant trees recently destroyed by Powercor by carving the residual stumps into object of artistic merit.</p> <p><b>Officer Comments</b> –</p> <ul style="list-style-type: none"> <li>Coordination with Powercor may be required to ascertain future trimming works at this site.</li> <li>Further information required to establish what planning controls exist over the area to ascertain if planning permit required or not.</li> <li>Trees are not native vegetation and so no issues from an Environmental perspective.</li> </ul>         |          |                                                                                                                                                                                                                 |          |                 |     |                                                                                                                                                                                                                                          |                                                                |
| 8) Beech Forest & District PA | Beech forest Hall Link Footpath                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | \$4,650  | A specific objective in Township Master Plan "develop this site to entrance the hall and improve link between hall and the reserve west"                                                                        | \$2,850  | \$1,800 in kind | \$0 | <input checked="" type="checkbox"/> 12 / 13 \$5,500 Tree Removal and re-planting<br><input checked="" type="checkbox"/> 11/12 \$5,000 Cliff Young Memorial<br><input checked="" type="checkbox"/> 10/11 \$3,100 Picnic table and seating | Another project already funded in Beech Forest                 |
|                               | <p><b>Summary</b> – Form a new footpath connecting the southern main entry of the hall on Cliff Young Drive to the northern secondary entry on Gardiner Street, traversing the western side of the building adjacent to Cliff Young Park.</p> <p><b>Officer Comments</b> –</p> <ul style="list-style-type: none"> <li>Pavers are not the preferred material however no objection.</li> <li>Increase in footpath maintenance and inspections.</li> <li>If any vegetation is to be removed then will need to liaise with Statutory Planning – could trigger planning permit.</li> </ul> |          |                                                                                                                                                                                                                 |          |                 |     |                                                                                                                                                                                                                                          |                                                                |

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| 9) Birregurra Community Group  | <div>Roadknight Street Pathway Stage 1<br/>(Carryover Project)</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <div>\$100,000</div> | <div>The Community Infrastructure Plan specifically suggests a shared pathway from the Railway Station to the Main Street. Detailed engineering designs have also been produced for this project which is now ready to proceed.</div> | <div>\$25,000</div> | <div>\$0</div>   | <div>\$75,000 DP/CD (RDV) (Unconfirmed)</div> | <div><div><div>12/13 \$1,500</div><div>Railway Station Tree Planting project</div><div>11/12 \$5,000</div><div>Upgrade to Visitor and Community Information Noticeboard</div><div>10/11 \$20,000</div><div>Development of new community infrastructure plan</div></div></div> | <div>\$20,000 Conditional on obtaining additional funding.</div>                             |
|                                | <div>Summary - The construction of Stage 1 of a 2m wide concrete shared pathway from the Railway Station to the Main Street. The Community group recognise this will be an expensive project and accept that the project may have to be funded and constructed over a number of stages. This application, 2012, is for stage one of the overall project.</div> <div>Officer Comments</div> <div><div><div>Relates specifically to a recommendation in the Public Open Space Strategy.</div><div>Liaison with VicRoads required. Design to be checked by VicRoads and Council's Engineering Unit</div><div>Alignment of pathway needs to be approved by VicRoads and Council</div><div>Consideration to the 'end' treatment for stage 1 required if stage 1 extends to Atkins Creek only</div><div>Potential for increased maintenance requirement from COSworks</div><div>The surface of the path will need to be determined, taking into account the outcomes of the Birregurra Neighbourhood Character Study.</div></div></div> |                      |                                                                                                                                                                                                                                       |                     |                  |                                               |                                                                                                                                                                                                                                                                               |                                                                                              |
| 10) Birregurra Community Group | <div>Birregurra Bike Racks</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <div>\$1,200</div>   | <div>The provision of bike racks and seating along the main street is referred to in the Birregurra Community Infrastructure Plan</div>                                                                                               | <div>\$1,000</div>  | <div>\$200</div> | <div>\$0</div>                                | <div><div><div>12/13 \$1,500</div><div>Railway Station Tree Planting project</div><div>11/12 \$5,000</div><div>Upgrade to Visitor and Community Information Noticeboard</div><div>10/11 \$20,000</div><div>Development of new community infrastructure plan</div></div></div> | <div>Does not align with Community Infrastructure Plan. Further consultation required.</div> |
|                                | <div>Summary - Bike Racks are required to accommodate up to 12 bikes each at three sites along the main street. Priority is for the General Store. The designs should be a single bar that supports bikes side by side by their seat.</div> <div>Officer Comments –</div> <div><div>Whilst the provision of bike racks is supported in the Community Infrastructure Plan, it is suggested that they are more in line with overall streetscape upgrades that incorporate upgrades to the current street tree surrounds, and the inclusion of seating.</div><div>The installation of bike racks reduces the areas that the street sweeper can access. This in turn creates possible future maintenance issues.</div><div>This proposal could result in the loss of car parking.</div></div>                                                                                                                                                                                                                                         |                      |                                                                                                                                                                                                                                       |                     |                  |                                               |                                                                                                                                                                                                                                                                               |                                                                                              |

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| 11) Carlisle River Community Group | Carlisle River Public Street Tree Planting and Vegetation Management Plan (Carryover Project)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$6,300  | Priority 10 from the 2004 Carlisle River Township Master Plan (Reviewed 2009) - Development of a Vegetation Management Plan for the township.                                                                                   | \$3,150  | \$3,150 | \$0 | <div> <div></div> <div>11/12 \$5,500 Rec Reserve BBQ Shelter Upgrade 10/11 Nil 09/10 Nil</div> </div>                                               | \$3,000                                          |
|                                    | <p><b>Summary</b> - To develop a plan for appropriate management of existing trees and a new tree planting program to introduce more variety in deciduous species, considering amenity as well as risks.</p> <p><b>Officer Comments</b> –</p> <div> <div></div> <div>Consultation with COSworks required. Planting should reference council's street tree Policy</div> </div> <div> <div></div> <div>Potential for increased maintenance requirement from COSworks</div> </div> <div> <div></div> <div>Environment Unit to be involved in process.</div> </div>                             |          |                                                                                                                                                                                                                                 |          |         |     |                                                                                                                                                     |                                                  |
| 12) Carlisle River Community Group | Carlisle River Town Path Stage 1 (Carryover Project)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$15,000 | Priority 6 from the 2004 Carlisle River Township Master Plan (Reviewed 2009) - Develop a footpath network throughout the town that links the School, recreation Reserve and Public Hall with a 1.5 metre wide concrete pathway. | \$15,000 | \$0     | \$0 | <div> <div></div> <div>12 / 13 \$8,200 Recreation Reserve Fencing Replacement. 11/12 \$5,500 Rec Reserve BBQ Shelter Upgrade 10/11 Nil</div> </div> | Another project already funded in Carlisle River |
|                                    | <p><b>Summary</b> - Provision of a 135 metre long x 1.5 metre wide concrete pathway linking the hall to the church with the view to extending the pathway to the south west corner of the river reserve at a later date</p> <p><b>Officer Comments</b> –</p> <div> <div></div> <div>Greater strategic justification required for project – not supported by Infrastructure Department</div> </div> <div> <div></div> <div>Aligns to Colac Otway Shire Public Open Space Strategy</div> </div> <div> <div></div> <div>Further information required if vegetation to be removed.</div> </div> |          |                                                                                                                                                                                                                                 |          |         |     |                                                                                                                                                     |                                                  |

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| 13) Carlisle River Community Group   | Recreation Room Upgrade<br>(Carryover Project)                                                                                                                                                                                                                                                                                                                                                                             | \$2,400 | Township Master Plan review 2009                                         | \$1,600 | \$800 | \$0 | <div><div></div>12 / 13 \$8,200 Recreation Reserve Fencing Replacement.</div> <div><div></div>11/12 \$5,500 Rec Reserve BBQ Shelter Upgrade 10/11 Nil</div>                                                                                                 | Another project already funded in Beech Forest. Does not strictly align with STIP guidelines. |
|                                      | Summary – Improve amenity provided by Recreation room for community and camping visitors with facilities and furnishings                                                                                                                                                                                                                                                                                                   |         |                                                                          |         |       |     |                                                                                                                                                                                                                                                             |                                                                                               |
|                                      | Officer Comments -<br>It was raised as to whether or not this is appropriate to be funded under STIP?                                                                                                                                                                                                                                                                                                                      |         |                                                                          |         |       |     |                                                                                                                                                                                                                                                             |                                                                                               |
| 14) Cressy and District Action Group | Cressy Discovery Trail Signs Upgrade                                                                                                                                                                                                                                                                                                                                                                                       | \$5,500 | This is an upgrade of a project that was instigated from the Master Plan | \$5,000 | \$500 | N/A | <div><div></div>12/13 - \$5,000 Duverney Street Precinct Stage 2 – Table and seating and planting</div> <div><div></div>11/12 \$10,000 Duverney Street Precinct Stage 1 – Rotunda.</div> <div><div></div>10/11 \$25,000 Street Furniture and BBQ Area</div> | \$5,000                                                                                       |
|                                      | Summary – replacement and upgrade of the existing historical markers and signage throughout the town which make up the Cressy Historical Trail. There are 11 smaller marker signs and one large sign to be replaced.<br><br>Officer Comments – <div><div></div>Potential for increase maintenance and replacement costs</div> <div><div></div>Depending on location and height, signs may require a building permit.</div> |         |                                                                          |         |       |     |                                                                                                                                                                                                                                                             |                                                                                               |

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| 15) Gellibrand<br>Kawarren<br>Progress<br>Association. | <p><b>Kawarren Community Precinct</b></p> <p><b>\$165,000</b></p> <p><b>\$30,000</b></p> <p><b>\$15,000</b></p> <p>DFCD have expressed strong interest in this project. A more detailed project brief will be developed and further discussions will be held to confirm amount. Anticipated \$120,000</p> <p>12/13 Nil<br/>11/12 \$7,200 New Street Trees<br/>10/11 \$5,000 New pathway</p> <p><b>\$25,000</b><br/>Conditional on obtaining additional funding.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                 |                  |  |                 |
|                                                        | <p><b>Summary - Installation of toilets, disabled access and commercial kitchen</b></p> <p><b>Officer Comments -</b></p> <p>Not a Council facility and so no requirement for ongoing maintenance. Onsite parking will need to be provided. – <i>already exists but may need to be upgraded.</i></p> <p>Is there an ability to utilise existing toilets at tennis court, or decommission toilets at tennis courts and have shared use.</p> <p>Potential conflict with other facilities in Gellibrand, which is 6-7km away.</p> <p>Will need to ensure that any upgrades to the kitchen meet the required standards to be registered.</p> <p>Building permit will be required for new toilets, access ramp, any internal structural changes and potentially that change of use.</p> <p>Change of use and potential vegetation removal may trigger planning permit.</p> <p>Strong opportunity to incorporate Environmentally Sustainable Principles into upgrade works. Seek further advice from COS Sustainability Officer.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  |                 |                  |  |                 |
| 16) Wye River<br>& Sep Creek PA                        | <p><b>Dunoon Road Pedestrian Path, Wye River</b></p> <p><b>\$31,550</b></p> <p>Is in the current M/P</p> <p><b>\$25,000</b></p> <p>\$6,550 cash and working bees</p> <p>12/13 Nil<br/>11/12 \$20,000 Wye River walk pathway</p> <p>Significant issues identified in referral process. Requires much further investigation and more stringent costings based on those investigations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                  |                 |                  |  |                 |
|                                                        | <p><b>Summary - Construct a pedestrian path from Dunoon Road to Paddy's Path</b></p> <p><b>Officer Comments -</b></p> <p>Whilst in principle support is provided by the Infrastructure Unit there are significant issues with the topography. It is recommended that construction be of concrete matched to standards for a shared path which are 2.5m wide with line marking and signage. Detailed designs required which address the grade issues, crossing points at Iuka Avenue, connection to Paddy's Path and crossing on the Great Ocean Road. Suggest that this project be implemented in stages with stage 1 being for detailed design including an accurate cost estimate.</p> <p>Do not support gravel path due to significant maintenance issues related to drainage and gradient.</p> <p>Unsure about community groups ability to contribute to the project given that location and construction challenges associated with the project. this could in turn mean additional funding required to make up for the shortfall.</p> <p>Query over engineering design estimates.</p> <p>Various permits may be required for works, including vegetation removal. Specific conditions would be placed on the works, for example sediment control.</p> <p>There will be an increase in footpath, drainage and tree maintenance required, as well as an increase in the need for inspections. This will need to be budgeted for in future budgets.</p> <p>This does align with the current Colac Otway Shire Public Open Space Strategy however questions have been raised as to where or not 1.5m is wide enough and also the future maintenance of the asset, especially if it is gravel.</p> <p>Query over potential Cultural Heritage Management Plan requirements.</p> |                  |                 |                  |  |                 |
| <b>Totals</b>                                          | <b>\$520,850</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$244,300</b> | <b>\$81,550</b> | <b>\$195,000</b> |  | <b>\$80,000</b> |





## acknowledgements

### **steering committee**

The members of the Birregurra Structure Plan Steering Committee are thanked for their considerable contribution and guidance:

- Cr Brian Crook, Councillor Colac Otway Shire
- Doug McNeill, Manager Planning and Building Colac Otway Shire
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- Sarah Handscomb
- George Johnson
- Vicki Jeffrey
- Phillip Kennon
- Christine West

### **project team**

- Hansen Partnership
  - David Barnes: Project Director and Urban Planner
  - Suzannah Bigolin: Project Manager and Urban Planner

### **community reference group**

Members of the Birregurra Structure Plan Community Reference Group are thanked for their time and contribution to the project as well as their valuable township insights.

- Gary Battye
- Fiona Brandscheid
- Ian Court
- Paul Dewry
- Geoff Downard
- Peter Falkiner
- Ian Fox



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## 1 introduction

### 1.1 background

Colac Otway Shire Council engaged Hansen Partnership, a planning, urban design and landscape architecture consultancy, to work with key stakeholders and the local community in preparing a Structure Plan for the township of Birregurra.

Birregurra is a small country town located in the Colac Otway Shire approximately 20 kilometres east of Colac. In 2005 Birregurra was selected by the State Government to participate in its Innovation Project – Country Town Water Supply and Sewerage Program. The rollout of reticulated sewerage has now been completed by Barwon Water.

Historically, development in Birregurra has been limited by the absence of reticulated sewerage, which has resulted in the retention of large allotment sizes, sufficient to allow for septic tanks. It is anticipated that connection of the township to reticulated sewerage will facilitate the subdivision of lots previously considered too small to manage and treat their own wastewater. It is therefore likely that there will be pressure for more intensive residential development within Birregurra once sewerage is available. Thus, there is a need for a Structure Plan to be prepared in order to manage and plan for the future development of Birregurra. Effective management of any increase in residential development is considered essential in order to enhance and protect the valued rural character of Birregurra.

It is acknowledged that this Background Report builds upon and borrows heavily from earlier structure planning work undertaken by CPG in 2010. Rather than revisiting the previous strategic studies this Structure Plan intends to identify and build on the recommendations made throughout the existing documentation.

### 1.2 report structure

The Birregurra Structure Plan consists of two documents:

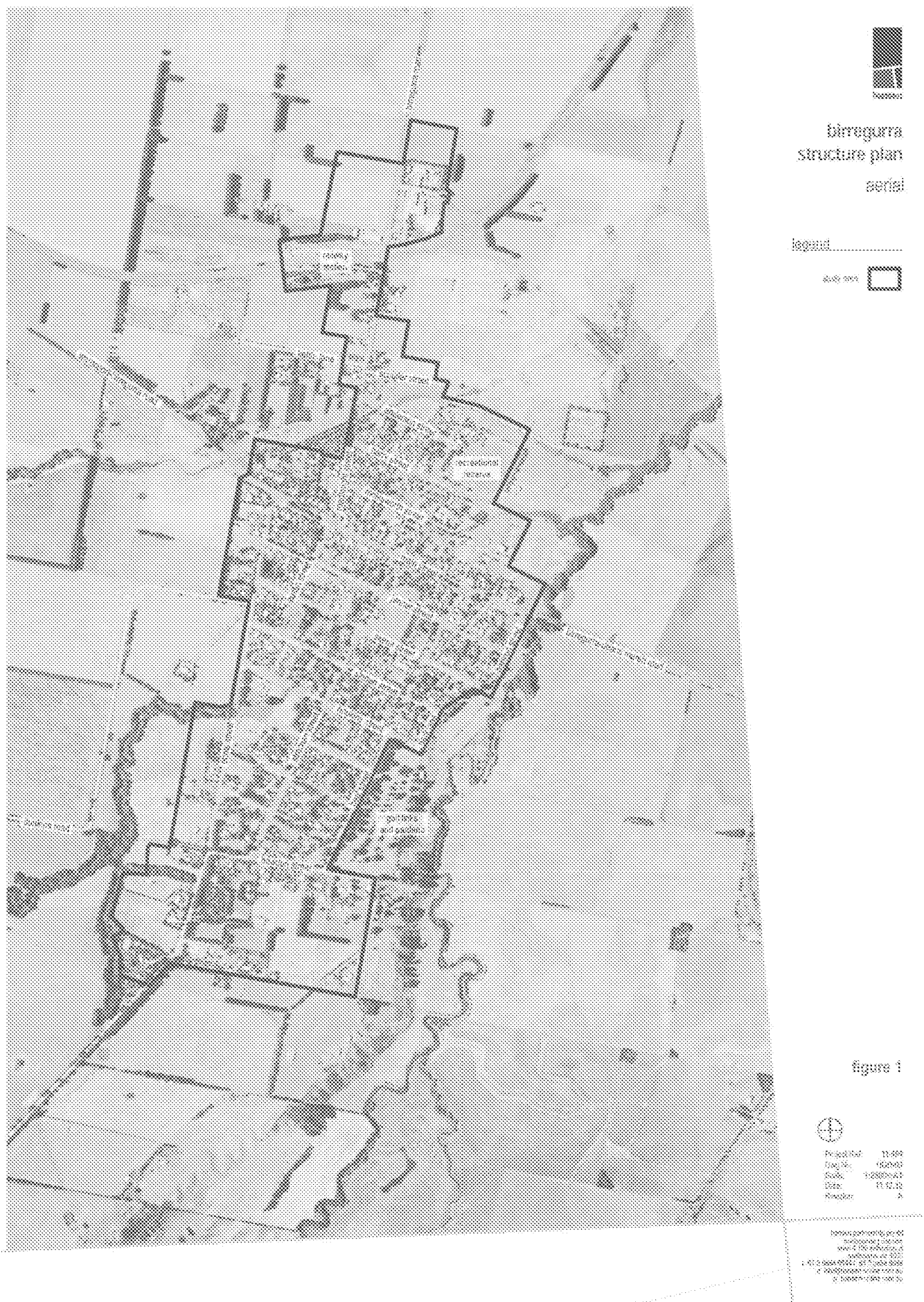
- Background Report; and
- Structure Plan Report.

This Background Report provides a summary of both the broader regional context, and the demographic and policy context in which the Structure Plan is undertaken. It provides the background to the influences on development in Birregurra, exploring key issues and opportunities for the final Structure Plan. The Background Report is intended to provide a base of information, primarily gathered through desktop analysis, site visits and stakeholder and community engagement, which will inform the development of the Birregurra Structure Plan.

### 1.3 study area

The core study area for the Birregurra Structure Plan focuses on:

- The existing township boundary, which includes land within the Township Zone and Low Density Residential Zone;
- The golf course and other recreation facilities within the township; and
- The railway station and land within the Industrial 1 Zone to the north of town on Birregurra Road.





## 2 regional context

The township of Birregurra is located approximately 60 kilometres south-west of Geelong and 130 km south-west of Melbourne within the Colac Otway Shire (refer Figure overleaf).

Birregurra is located between service centres, approximately 19 kilometres east of Colac, and a tourist route to the Otways. Given its relative proximity to Colac, the township provides a small town lifestyle that aligns with its existing low population levels and limited services and facilities. Its natural beauty and historic charm, as well as its strong community spirit, create a character that is unique to Birregurra. With a variety of housing stock, Birregurra provides an alternative to living in a larger town in the Shire or in Geelong, which is within commuting distance to the township.

The role of Birregurra as an attractive lifestyle destination within the region is likely to continue to grow as a result of the recent construction of the Geelong Bypass. The duplication of the Princes Highway between Geelong and Winchelsea will also improve travel times to and from Birregurra for tourists and residents working in the surrounding region. Likewise the sewerage of the township is also likely to provide for additional development potential within the town.

Birregurra's proximity to Colac and Geelong and to the coast, contributes to the attractiveness of the township as a tourist destination and gateway to the Otways and the Great Ocean Road. The growing seasonal influx of visitors provides important business development and employment opportunities as people explore Birregurra for accommodation and recreation.

## 3 local context

The Colac Otway Shire is primarily rural with a range of settlements including the major urban centre of Colac and the coastal township of Apollo Bay. A large proportion of the Shire is made up of State Forest and National Park.

Birregurra is one of the Shire's small rural townships located approximately 6 kilometres south of the Princes Highway (refer figure overleaf). Road access to Birregurra is by Warncoort – Birregurra Road from the west and Birregurra Road from the Princes Highway in the north. Access from the east is via Birregurra – Deans Marsh Road (Deans Marsh and Lorne) and from the south it is Birregurra - Forrest Road.

While these roads are not classified as highways, they are major roads, which provide important linkages between coastal and inland communities. It is noted that all approaches to the township are through high quality, productive farming land which has significant economic importance to the town.

Traditionally Birregurra was a centre for the timber and farming industries. While the town continues to be rural based, it is also home for a number of people who commute to Lorne, Colac and Geelong for work.

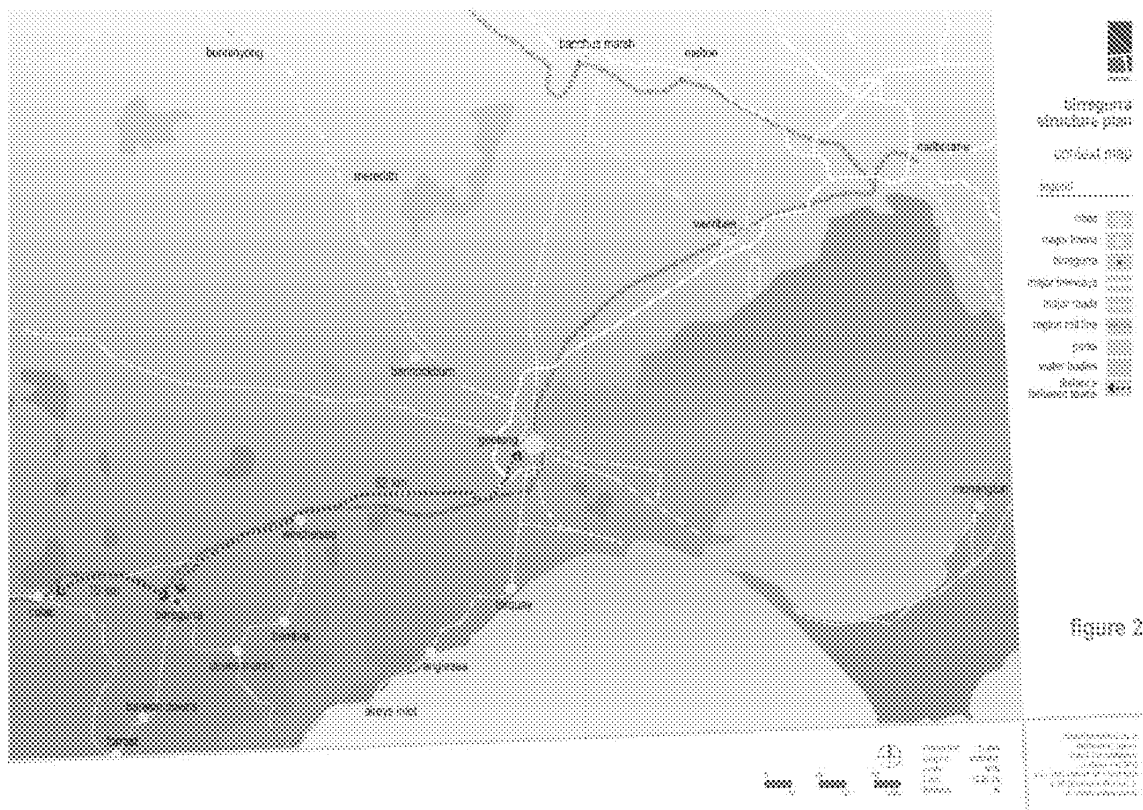
The settlement and land use patterns of Birregurra generally are defined by natural and physical features. The location of the railway line has guided the location of industry, the floodplains have resulted in the location of parks and open space. The overall topography of the area has influenced lot size and orientation to maximise views, particularly at the southern end of the town where land is elevated. Undoubtedly, a key driver in the settlement patterns of Birregurra has also been the lack of reticulated sewerage and its impact on lot size.

## Birregurra Background Report 05062013

Birregurra is an established town with limited but vital services including:

- A Primary School
- A community health centre
- Post Office / Rural Transaction Centre
- Police Station
- Country Fire Authority facilities

The Birregurra Railway Station to the north of the town is as an important public transport link for residents travelling to and from Warrnambool, Geelong and Melbourne with three daily services. The railway station precinct, in association with the Birregurra Timber Mill and the former butter factory, create a gateway into the town along Birregurra Road





## 4 policy context

### 4.1 state planning policy

#### 4.1.1 state planning policy framework

The State Planning Policy Framework (SPPF) of the Colac Otway Planning Scheme seeks to implement the Objectives of Planning in Victoria (as set out in Section 4 of the *Planning and Environment Act 1987*).

The following provisions of the State Planning Policy Framework are particularly relevant to the Birregurra Structure Plan.

#### Clause 11.02-1 Supply of Urban Land

The objective of Clause 11.02-1 is to ensure a sufficient supply of land is available for residential, commercial, retail, industrial, recreational, institutional and other community uses.

The strategies of Clause 11.02-1 include:

- ✧ *Ensure the ongoing provision of land and supporting infrastructure to support sustainable urban development.*
- ✧ *Ensure that sufficient land is available to meet forecast demand.*
- ✧ *Plan to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur. Residential land supply will be considered on a municipal basis, rather than a town-by-town basis.*
- ✧ *Restrict low density residential development that would compromise future development at higher densities.*
- ✧ *In order to accommodate urban growth, planning should consider:
 
  - ✧ *Opportunities for the consolidation, redevelopment and intensification of existing urban areas.*
  - ✧ *Neighbourhood character and landscape considerations.**

- ✧ *The limits of land capability and natural hazards and environmental quality.*
- ✧ *Service limitations and the costs of providing infrastructure.*

#### Clause 11.05-1 Regional settlement networks

This clause promotes the sustainable growth and development of regional Victoria through a network of settlements.

Under this clause urban growth is directed to the major regional cities of Geelong, Ballarat, Bendigo and the Moe, Morwell and Traralgon cluster. Growth is also supported in other regional centres such as Ararat and Colac.

In regard to other settlements the clause seeks to:

- ✧ *Guide the structure, functioning and character of each settlement taking into account municipal and regional contexts and frameworks.*
- ✧ *Provide for growth in population and development of facilities and services across a region or sub-regional network.*
- ✧ *Deliver networks of high-quality settlements by:
 
  - ✧ *Building on strengths and capabilities of each region across Victoria to respond sustainably to population growth and changing environments.*
  - ✧ *Developing networks of settlements that will support resilient communities and the ability to adapt and change.*
  - ✧ *Balancing strategic objectives to achieve improved land-use and development outcomes at a regional, catchment and local level.*
  - ✧ *Preserving and protecting features of rural land and natural resources and features to enhance their contribution to settlements and landscapes.*
  - ✧ *Encouraging an integrated planning response between settlements within regions and in adjoining regions and states.**

- *Providing for appropriately located supplies of residential, commercial, and industrial land across a region, sufficient to meet community needs.*
- *Improving connections to regional and metropolitan transport services and urban connectivity.*

#### Clause 11.05-4 Regional Planning Strategies and Principles

The objective of Clause 11.05-4 is to develop regions and settlements which have a strong identity, are prosperous and are environmental sustainable.

The principles of Clause 11.05-4 include:

- *Managing the impacts of settlement growth and development to deliver positive land use and natural resource management outcomes.*
- *Avoiding development impacts on land that contains high biodiversity values, landscape amenity, water conservation values, food production and energy production capacity, extractable resources and minerals, cultural heritage and recreation values, assets and recognised uses.*
- *Providing adequate and competitive land supply, including urban regeneration, redevelopment and greenfield sites, to meet future housing and urban needs and to ensure effective utilisation of land.*

Other relevant clauses are summarised below:

- Clause 11.03 Open space

Clause 11.03 sets out strategic directions relating to the provision and protection of open space. It also addresses issues around how these spaces should be managed.

- Clause 12.01 Biodiversity

This clause seeks to protect various elements which contribute to biodiversity, including native vegetation, native fauna and habitat which houses this fauna, through reducing identified threats and creating links to allow improved movement for species. The clause seeks to achieve what is known as a 'net gain' in relation to native vegetation.

#### Clause 12.04 significant environments and landscapes

Significant landscapes such as the coast are encouraged to be protected under this clause, as well as protection of broader landscapes which contribute to "character, identity and sustainable environments".

#### Clause 13.02 Floodplains

Requires the identification of floodplains so that natural systems are protected and ensures that there is not overly intensive uses or development established in areas affected by flooding.

#### Clause 13.03-2 Erosion and landslip

This clause seeks to prevent inappropriate development in erosion prone or possible landslip areas.

#### Clause 13.05 Bushfire

Aims to strengthen community resilience to bushfire. The clause prioritises the protection of human life over other policy considerations in planning and decision-making and seeks to apply the precautionary principle to planning and decision-making when assessing the risk to life, property and community infrastructure from bushfire.

#### Clause 14.01 Agriculture

The protection of productive farmland which is of strategic significance in the local or regional context is the primary objective of this clause. The need to prevent the permanent loss of the State's agricultural base due to changes of land use is identified.

#### Clause 14.02 Water

Assists in the protection and, where possible, restoration of catchments, waterways, water bodies, groundwater, and the marine environment. Given a number of waterways traverse Birregurra key strategies under this clause include:

- *Retain natural drainage corridors with vegetated buffer zones at least 30m wide along each side of a waterway to maintain the natural drainage function, stream habitat and wildlife corridors and landscape values, to minimise*

*erosion of stream banks and verges and to reduce polluted surface runoff from adjacent land uses.*

- *Undertake measures to minimise the quantity and retard the flow of stormwater runoff from developed areas.*
- *Encourage measures to filter sediment and wastes from stormwater prior to its discharge into waterways, including the preservation of floodplain or other land for wetlands and retention basins.*
- *Ensure that works at or near waterways provide for the protection and enhancement of the environmental qualities of waterways and their in stream uses.*

#### **Clause 15.01 Urban environment**

This clause relates primarily to 'urban design' matters and seeks to "create urban environments that are safe, functional and provide good quality environments with a sense of place and cultural identity." To this end a series of principles are set out which should guide development. Of key importance is the responsiveness of development and planning to the particular location and site context of an area.

#### **Clause 15.02 Sustainable development**

Energy efficiency and the minimisation of greenhouse gas emissions through building and subdivision design, urban consolidation and the provision of public transport is the aim of this clause.

#### **Clause 15.03 Heritage**

This clause seeks to identify and protect places which are of, aesthetic, archaeological, architectural, cultural, scientific, or social significance, or otherwise of special cultural value, both indigenous and post-contact.

#### **Clause 16.01 Residential development**

This clause seeks to ensure an appropriate mix of housing typologies in residential development. It also directs that new development should be provided in a way that facilitates integrated development, both in relation to infrastructure but also access to services and transport corridors. The clause pursues both consolidation of

housing in or near to Activity Centres or on 'key strategic redevelopment sites' and provision of different types of housing to respond to community needs.

#### **Clause 17.01 Commercial**

This clause seeks to encourage development which meets particular community's needs for retail, entertainment, services and employment within locations that are accessible by sustainable transport modes or otherwise clustered for efficient access. Activity Centres are nominated as the primary location for the concentration of commercial and business activity.

#### **Clause 17.02 Industry**

Clause 17.02 seeks to protect and carefully plan existing industrial areas to, where possible, facilitate further industrial development. The clause also seeks to ensure there is an adequate supply of industrial land in appropriate locations.

#### **Clause 17.03 Tourism**

This clause facilitates tourism development on the basis of maximising the employment and long-term economic, social and cultural benefits of developing the State as a competitive domestic and international tourist destination.

The clause encourages a range of well-designed and sited tourist facilities, access to suitable transport and building upon the assets and qualities of surrounding urban or rural activities and cultural and natural attractions.

#### **Clause 18.01 Integrated transport**

Clause 18.01 aims to develop land use patterns which are appropriately integrated with the provision of public transport. In addition, the co-ordination of different modes of transport and consolidation around areas with good access to public transport is encouraged.

#### **Clause 18.02 Movement networks**

Aims to increase access and improve attractiveness of both cycling and walking, as well as other sustainable forms of transport.



#### Clause 19.02 Community infrastructure

This clause outlines the overarching principles that should guide the planning of community infrastructure including the location and planning of hospitals, education facilities etc. and seeks to ensure the distribution of this infrastructure occurs in an equitable manner.

#### Clause 19.03 Development infrastructure

Under this Clause it is suggested that 'Development Contribution Plans' be prepared and implemented to ensure that contributions can be collected to provide for appropriate infrastructure. The clause also seeks to ensure that sewerage, water and drainage infrastructure is provided in a way that is sustainable and meets the needs of the community. Water Sensitive Urban Design is also encouraged as a method of dealing with impacts of storm water run-off from existing and new development.

##### 4.1.2 future farming (2008)

The Victorian Government's Future Farming Strategy aims to "encourage innovation, increase productivity and make the farming sector even more competitive through the use of new technology and farming practices."

The Strategy proposes State government investment across a number of areas of the farming industry, including: research and development, building skills, climate change planning, management of weeds and pests, land and water, targeted social support, and investment in rail freight and infrastructure. In addition to the message of the State government's support for farmers and the farming industry, the Strategy is most likely to impact on land use planning through proposals relating to the management of land and water, and potentially, in some areas, through investment in rail freight and infrastructure.

##### 4.1.3 Coastal Spaces Landscape Assessment Study (2006)

The Coastal Spaces Landscape Assessment Study is a comprehensive assessment of visually significant landscapes along the Victorian coast. The Study assesses the visual and scenic amenity of Victoria's non-urban

coastline. The work identifies appropriate measures in planning schemes to manage future growth and change along the coast.

## 4.2 regional policy

The following Regional policies and strategies have relevance to Birregurra.

#### G21 Regional Growth Plan 2011

The G21 Geelong Region Plan is a sustainability plan for the region that looks toward 2050. It identifies and addresses the challenges the region will face in the areas of environment, settlement, land use, community strength and economy as well as the need for change in the way we make things happen.

The key elements of that Plan that are of particular relevance to the Structure Plan include:

- ✧ Reinforcing Geelong as the Regional City (100,000+ people).
- ✧ Identifying Colac as a Regional Centre (20,000+ people) which must grow to continue to provide a range of services to surrounding areas.
- ✧ Identifying the area surrounding Winchelsea to Colac as having a significant agricultural role and supporting a number of small towns, such as Forrest and Birregurra, which provide important housing lifestyle options and niche tourism activity.
- ✧ Recognising that the region's other rural and coastal settlements will continue to experience modest growth and play an important tourism and agricultural role to surrounding areas. Growth will be limited to identified structure plan settlement boundaries.
- ✧ Growth of other municipality towns limited to existing settlement boundaries with some minor growth consistent with Colac Otway Shire Rural Living Strategy (e.g. Birregurra) (p. 51).



#### Corangamite Regional Catchment Strategy (RCS) 2003-2008

The Regional Catchment Strategy (RCS) for 2003-2008 provides long-term direction for managing the future of land, water resources, biodiversity and seascape of the Region, and the foundation for investment decisions to ensure improved natural resource outcomes.

The RCS is currently being reviewed and updated by the Corangamite CMA.

#### Great Ocean Road Region Landscape Assessment Study (GORRLAS) 2004

The Strategy focuses on the sustainable development of the Great Ocean Road region through balanced and managed growth of selected towns along the coast and inland.

The Strategy is built around four key directions:

- ✧ Environment: Protect the landscape and care for the environment.
- ✧ Settlement: Manage the growth of towns.
- ✧ Access: Improve the management of access and transport.
- ✧ Prosperity: Encourage sustainable tourism and resource use.

### 4.3 local planning policy

#### 4.3.1 colac otway planning scheme lppf

The Local Planning Policy Framework (LPPF) provides direction on the future use and development of land within the Birregurra township and environs. It is broadly accepted that most growth within the wider municipality will occur in Colac and Apollo Bay, and that less intensive residential and township development will take place in other smaller settlements, in a manner that contributes to the social and economic development of those townships.

#### Clause 21.03-4 Birregurra (Colac Otway Planning Scheme)

This clause recognises that:

*“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 towns such as Birregurra for accommodation and recreation. This seasonal influx of visitors provides important business development and employment opportunities within Birregurra.”*

The objectives of this clause are:

- ✧ 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.

Clause 21.03-4 contains the following 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.
- Retain Birregurra's heritage assets as important components of its character and attractiveness.

#### 4.3.2 adopted policies, plans and strategies

##### Birregurra and Forrest Community Infrastructure Plan (2012)

The Community Infrastructure Plan assesses the community infrastructure needs of the townships of Birregurra and Forrest. It also provides concept plans for the delivery of the identified infrastructure over the short, medium and long term.

In regard to Birregurra, the Plan recommends the following community infrastructure changes:

- Construction of a shared paved footpath to the Railway Station.
- Landscaping enhancements at the threshold to the township.
- Pause place to define the western threshold to the town centre.
- Streetscape enhancements in the front of the Main Street shops including seating, bicycle racks and landscaping.
- Part of the Primary School site to be used as a community garden.

The Community Infrastructure Plan also identifies proposals, opportunities and additional studies that would benefit future community infrastructure development. For Birregurra these are:

- Improvements to the heritage trail.
- Activities for teenagers, including potential to build upon the existing Birregurra Skate Park facilities.
- Facilities for older people.
- The re-establishment of the Tiger Rail Trail.

##### Birregurra Recreation Reserve Masterplan (2012)

This recently completed report provides guidance in enhancing and improving facilities and amenities for the benefit of the community.

The masterplan sets out the following vision for the Reserve:

- "Birregurra Recreation Reserve provides an integrated, healthy and welcoming sporting and community precinct for the town and the surrounding district."

The plan also establishes a series of improvement principles and future priorities.

##### Colac Otway Shire Open Space Strategy (2011)

The Open Space Strategy identifies a need to meet the requirements for open space as Birregurra expands. This includes:

- Improve the playing and other facilities on the recreation reserve to better meet the requirements of sports users and other visitors.
- Improve the linkages between the town, main street, school and open space.
- Investigate further development of the Tiger Rail Trail from Birregurra to Barwon Downs and Forrest.
- Encourage linear open space links along waterways.

##### Colac Otway Rural Living Strategy (2011)

The purpose of this Strategy is to provide a land use framework to guide current and future rural settlements and rural living within the Shire. Recognising physical and environmental constraints, community aspirations, government policy directions and key issues of land use planning, the Strategy identifies areas appropriate for rezoning to rural living throughout the Shire, and for review of small town settlement boundaries.

The report addresses a range of issues which are relevant to the assessment of land supply and demand in Birregurra.



Of particular relevance to this Structure Plan, the Strategy recognises that given the level of existing infrastructure and lack of environmental constraints, Birregurra is one of the few settlements in the Shire which has the ability to accommodate future growth. Birregurra is therefore designated as having 'moderate growth potential' and the Strategy suggests that the Birregurra Structure Plan will determine the detailed planning recommendations.

#### **Colac Otway Heritage Study (2003)**

The Heritage Study contains a series of recommendations relating to the places identified as cultural heritage importance or significance within the Colac Otway Shire. Such places include buildings, plantings, memorials, industrial sites and archaeological remains that range from public buildings, halls, and schools, to places that represent aspects of the shire's economic development through the pastoral, timber, dairying and tourist industries. This resulted in an amendment that introduced a Heritage Overlay to several individual sites in Birregurra and the Main Street Precinct.

#### **Birregurra Neighbourhood Character Study (2012)**

The Birregurra Neighbourhood Character Study was prepared in anticipation of the township being connected to reticulated sewerage. That document recommends minimum lot sizes for various Character Areas in the township, which have been used in this assessment to estimate potential supply of new dwellings.

The study identifies five preferred character areas (A-E) within Birregurra as follows:

##### ▸ Preferred Character Area A:

Reflects the strong heritage quality of buildings along Main Street and corresponds with the Heritage Overlay that applies to the full length of Main Street. New dwellings will generally be located to either end of Main Street away from the commercial core, but can also be considered on a site-by-site basis.

##### ▸ Preferred Character Area B:

This area will gradually evolve into a mixed character, with a range of housing styles and moderately smaller lot sizes

compared to other areas. Existing buildings are sited closer to property boundaries and have a higher site coverage.

##### ▸ Preferred Character Area C:

This area will retain its more traditional township character through greater setbacks from property boundaries, lower site coverage and resulting increase in area for landscaping opportunities.

##### ▸ Preferred Character Area D:

This area will provide a transition from the semi-rural area south of Birregurra to the more traditional township area south of Main Street. Due to the greater distance from Main Street, undulating topography and potential for smaller lot subdivision that would impact the character of the area, multi-dwelling development is explicitly discouraged. The infill opportunities will include redevelopment of existing properties and subdivision of large allotments, with each new lot requiring a street frontage.

##### ▸ Preferred Character Area E:

As this area is entirely within the Low Density Residential Zone (LDRZ) it is not possible to subdivide into lots of less than 4,000m<sup>2</sup> and only one dwelling can be constructed per lot. The area could only be further developed if a planning scheme amendment to rezone the land was passed by Colac Otway Shire Council and approved by the Department of Planning and Community Development. Due to the distance from Main Street and other services such as the railway station and sporting fields, it is not an area that should be included within the Township Zone in the short term.

A series of objectives, decision guidelines, minimum lots sizes and possible layout diagrams are provided for each preferred character area.

The following table summarises minimum lots sizes for single dwellings and multi-unit development lots from the Neighbourhood Character Study



Table 1: Birregurra Neighbourhood Character Study minimum lot sizes

| Character Area | Min. Lot Size Single Dwelling | Min. Lot Size Multi-Unit Development |
|----------------|-------------------------------|--------------------------------------|
| A              | 1,000sqm                      | 500sqm                               |
| B              | 700sqm                        | 500sqm                               |
| C              | 1,000sqm                      | 600sqm                               |
| D              | 1,000sqm                      | discouraged                          |
| E (LDRZ)       | 4,000sqm                      | n/a                                  |

#### Colac Otway Shire Rural Land Strategy (2007)

This report details the outcomes of the review of rural land. The Strategy:

- Reviews the biophysical and environmental aspects of the Shire including land use, soils land suitability, water, salinity, flooding, erosion and minerals.
- Reviews the agricultural industries including farm viability and rural activities.
- Reviews the timber plantation industry.
- Provides appropriate planning scheme responses.

Land surrounding Birregurra is classed as having medium agricultural capability. It is not within the 'Farmland of

Strategic Significance' and is consequently not considered of high regional significance.

#### Birregurra Park Masterplan (2007)

Outlines key projects for the redevelopment of the park in line with feedback from residents. Nineteen submissions were received and incorporated into the Birregurra Park Master Plan and the Plan was then approved by the Birregurra Community Group.

Highlights of the plan are the provision of new barbeque facilities in the centre of the park next to the creek, improved pathway linkages through the park, consolidation of the playground equipment, tree plantings to provide important shade and upgrades to power.

#### 4.4 existing zones and overlays

Land use and development decisions are made based on planning controls that apply to land, which are intended to reflect the directions of strategic planning. The primary planning controls are the zone and overlays that apply to land.

The relevant zones and overlays to the Birregurra Structure Plan are described below.



| zone                         | purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Low Density Residential Zone | To provide for low-density residential development on lots which, in the absence of reticulated sewerage, can treat and retain all wastewater.                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>A permit is required to subdivide land. Each lot must be at least 0.4 hectare.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Township Zone                | <ul style="list-style-type: none"> <li>To provide for residential development and a range of commercial, industrial and other uses in small towns.</li> <li>To encourage residential development that respects the neighbourhood character.</li> </ul>                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>The Township Zone provides for a variety of uses applicable to small towns, primarily residential but also including a range of commercial, industrial and other uses.</li> <li>A permit is required to subdivide land. There is no minimum lot size. Each lot must be provided with reticulated sewerage, if available. If not available there are specific conditions which must be met.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Industrial 1 Zone            | <ul style="list-style-type: none"> <li>To provide for manufacturing industry, the storage and distribution of goods and associated uses in a manner, which does not affect the safety and amenity of local communities.</li> </ul>                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>The IN1Z applies to land to the north of town whereby industrial activities are located adjacent to farming and rural residential properties. The purpose of this zone is to locate uses that can carefully co-exist with more sensitive uses such as houses. A range of uses including service industry, mechanics, cabinet makers, distribution and storage can be accommodated in this zone.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Farming Zone                 | <ul style="list-style-type: none"> <li>To provide for the use of land for agriculture.</li> <li>To encourage the retention of productive agricultural land.</li> <li>To ensure that non-agricultural uses, particularly dwellings, do not adversely affect the use of land for agriculture.</li> <li>To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.</li> <li>To protect and enhance natural resources and the biodiversity of the area.</li> </ul> | <p>The Farming Zone is primarily concerned with keeping land in agricultural production and avoiding land uses that could limit future farming or constrain agricultural activities.</p> <p>In this zone:</p> <ul style="list-style-type: none"> <li>Farming is the dominant land use and all other land uses are subordinate to farming.</li> <li>Farming uses are encouraged to establish and expand with as little restriction as possible, subject to proper safeguards for the environment.</li> <li>Non-farm dwellings and land uses not related to farming are discouraged, to reduce their impact on decision making by farmers to make land purchases for farm investment.</li> <li>Farm-related tourism and retailing uses may be considered.</li> <li>Uses that could lead to the loss or fragmentation of productive agricultural land, or which could be adversely affected by farming activities, are prohibited.</li> <li>Land subdivision that could take farmland out of production or limit future farming productivity is discouraged.</li> </ul> |



| zone                                  | purpose                                                                                                                                                                                                                                                                                                                                                                                                                                               | comments                                                                                                                                                                                                                                                                |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>× A permit is required to subdivide land. In Colac Otway Shire the minimum lot size for land south of the Princess Highway is 40 hectares and for land north of the Princes Highway it is 80 hectares.</li> </ul>                |
| Public Park and Recreation Zone       | <ul style="list-style-type: none"> <li>× To recognise areas for public recreation and open space.</li> <li>◦ To protect and conserve areas of significance where appropriate.</li> <li>× To provide for commercial uses where appropriate.</li> </ul>                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>◦ The PPRZ is applied to areas of parks and river environs which are provided for public access and enjoyment. PPRZ land is generally managed by Council or a Committee of Management if it is Crown Land.</li> </ul>            |
| Public Conservation and Resource Zone | <ul style="list-style-type: none"> <li>◦ To protect and conserve the natural environment and natural processes for their historic, scientific, landscape, habitat or cultural values.</li> <li>◦ To provide facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or natural processes.</li> <li>× To provide for appropriate resource based uses.</li> </ul> | <ul style="list-style-type: none"> <li>× The Public Conservation and Resource Zone is intended to set out appropriate statutory requirements which may apply to the use and development of the land in addition to the relevant land management legislation.</li> </ul> |

| overlay                                   | purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | comments                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Heritage Overlay (Clause 43.03)           | <ul style="list-style-type: none"> <li>× To conserve and enhance heritage places of natural or cultural significance.</li> <li>× To conserve and enhance those elements which contribute to the significance of heritage places.</li> <li>× To ensure that development does not adversely affect the significance of heritage places.</li> <li>◦ To conserve specifically identified heritage places by allowing a use that would otherwise be prohibited if this will demonstrably assist with the conservation of the significance of the heritage place.</li> </ul> | <ul style="list-style-type: none"> <li>× The requirements of this overlay apply to heritage places specified in the schedule to this overlay.</li> <li>× A heritage place includes both the listed heritage item and its associated land.</li> </ul>                                                                                              |
| Erosion Management Overlay (Clause 44.01) | <ul style="list-style-type: none"> <li>◦ To protect areas prone to erosion, landslip or other land degradation processes, by minimising land disturbance and inappropriate development.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>× An application must be accompanied by a Land Stability Assessment Report prepared by a professionally qualified consultant unless otherwise demonstrated by a professionally qualified consultant to the satisfaction of the responsible authority that the site is of low risk of landslide.</li> </ul> |
| Floodway Overlay (Clause 44.03)           | <ul style="list-style-type: none"> <li>× To identify waterways, major flood paths, drainage depressions and high hazard areas which have the greatest risk and frequency of being affected by flooding.</li> </ul>                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>◦ A permit is required to construct all buildings and works and to subdivide land within the Floodway Overlay.</li> </ul>                                                                                                                                                                                  |



| overlay                                           | purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   | <ul style="list-style-type: none"> <li>◦ To ensure that any development maintains the free passage and temporary storage of floodwater, minimises flood damage and is compatible with flood hazard, local drainage conditions and the minimisation of soil erosion, sedimentation and silting.</li> <li>◦ To reflect any declarations under Division 4 of Part 10 of the Water Act, 1989 if a declaration has been made.</li> <li>◦ To protect water quality and waterways as natural resources in accordance with the provisions of relevant State Environment Protection Policies, and particularly in accordance with Clauses 33 and 35 of the State Environment Protection Policy (Waters of Victoria).</li> <li>◦ To ensure that development maintains or improves river and wetland health, waterway protection and flood plain health.</li> </ul>                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Land Subject to Inundation Overlay (Clause 44.04) | <ul style="list-style-type: none"> <li>◦ To identify land in a flood storage or flood fringe area affected by the 1 in 100 year flood or any other area determined by the floodplain management authority.</li> <li>◦ To ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, is compatible with the flood hazard and local drainage conditions and will not cause any significant rise in flood level or flow velocity.</li> <li>◦ To reflect any declaration under Division 4 of Part 10 of the Water Act, 1989 where a declaration has been made.</li> <li>◦ To protect water quality in accordance with the provisions of relevant State Environment Protection Policies, particularly in accordance with Clauses 33 and 35 of the State Environment Protection Policy (Waters of Victoria).</li> <li>◦ To ensure that development maintains or improves river and wetland health, waterway protection and flood plain health.</li> </ul> | <ul style="list-style-type: none"> <li>◦ Planning approval is generally required for all buildings and works and to subdivide land.</li> <li>◦ Minor exemptions exist for: <ul style="list-style-type: none"> <li>◦ Flood mitigation works carried out by Council or the floodplain management authority.</li> <li>◦ Laying of underground infrastructure lines provided they do not alter the topography of the land.</li> <li>◦ Erection of telephone or power lines provided they do not involve the construction of towers or poles.</li> <li>◦ Post and wire and post and rail fencing.</li> </ul> </li> </ul> |







## 4.5 structure plan implications

The key directions to emerge from the State Planning Policy framework can be summarised as follows:

- ✧ Planning authorities are required to plan to accommodate projected populations over at least a 15 year period on a municipal wide basis.
- ✧ Ensure effective planning and management of the land use and development of an area through the preparation of strategic plans, statutory plans, development and conservation plans, development contribution plans and other relevant plans.
- ✧ Maintain and provide for the enhancement of environmental health and productivity of rural and hinterland landscapes.
- ✧ Consider fire hazards in bushfire risk environments to avoid intensifying the risk of wildfire through inappropriately located or designed uses or developments.
- ✧ Provide for the protection of natural heritage sites and man-made resources and the maintenance of ecological processes and biological diversity.
- ✧ Assist the protection and conservation of biodiversity, including native vegetation retention and provision of habitats for native plants and animals and control of pest plants and animals.
- ✧ Plan for the provision of water supply, sewerage and drainage services that efficiently and effectively meet State and community needs and protect the environment.
- ✧ Ensure that the State's agricultural base is protected from the unplanned loss of productive agricultural land due to permanent changes of land use.
- ✧ Facilitate the location of health-related facilities (including acute health, aged care, disability services and community care facilities) with consideration given to demographic trends and the existing and future demand requirements.

The key directions for the Structure Plan from local planning policies can be summarised as follows:

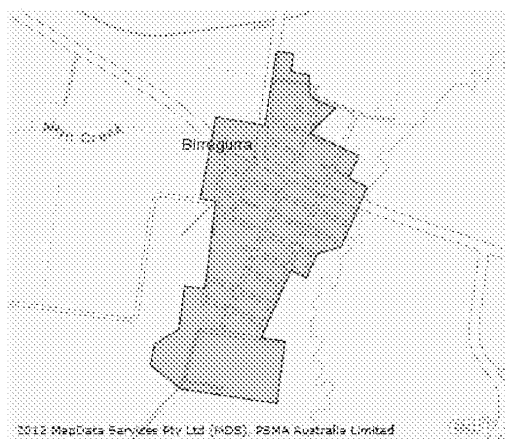
- ✧ Facilitate the development of the various settlements in the Shire in accordance with the needs of each local community (Clause 21.03-1).
- ✧ Improve the viability of small townships within the Shire by acknowledging future planning needs to anticipate and respond to the needs of existing and future communities through provision of zoned and serviced land for housing, employment, recreation and open space, community facilities and related infrastructure (Clause 21.03-8).
- ✧ Provide opportunities for rural residential development in appropriate locations that do not negatively impact on the ability to farm (Clause 21.03-9).
- ✧ Ensure the municipality's natural resources are managed in a sustainable manner (Clause 21.04-1).
- ✧ Protect and enhance water catchments, water quality and water yield (Clause 21.04-2).
- ✧ Ensure native vegetation and other significant stands of vegetation are maintained and protected across the municipality (Clause 21.04-3).
- ✧ Salinity is a significant threat to the municipality and land management practices that protect soil resources from degradation should be promoted (Clause 21.04-4).
- ✧ To identify areas susceptible to landslip and ensure development proposals do not increase the possibility of landslip on the land and adjacent land (Clause 21.04-5).
- ✧ 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 identified in the Great Ocean Road Region Landscape Assessment should be protected (Clause 21.04-8).
- ✧ Maintain the viability of agricultural land within the municipality for agricultural uses (Clause 21.05-1).
- ✧ To ensure timber plantations are located in areas best suited in terms of environmental, social, economic and capability impacts whilst having regard to adjacent land uses (21.05-2)



## 5 demographic profile

The demographic information presented in this Section is based in ABS 2011 data for the Birregurra Urban Centre / Locality, the boundaries of which are shown in Figure 1 below.

Figure 1: Birregurra Urban Centre / Locality



The Birregurra, Urban Centre / Locality generally consists of all land within the Township Zone, south of the railway line and north of Bowden Street, as well as land in the Low Density Residential Zone south of Bowden Street.

### 5.1 population

At the time of the 2011 ABS census, the enumerated population of the township of Birregurra was 475 people.

### 5.2 age profile

The age profile of Birregurra is mixed with approximately 21.3% of the population being children aged between 0-14 years, and 31.6% of the population aged 55 years and over. This has increased substantially since the 2006 Census, reflective of the community aging. Birregurra's median age is 43 years, similar to that of the wider municipality. This indicates that the majority of the town currently consists of individuals of working age.

### 5.3 household structure

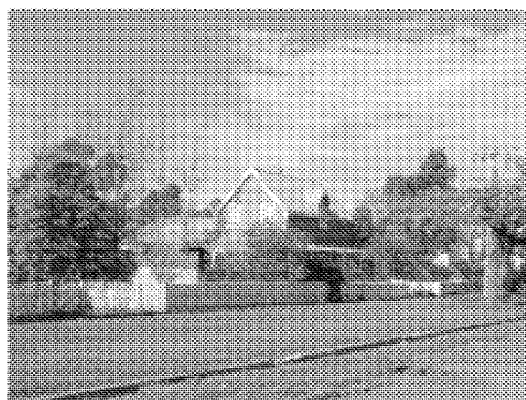
Household size in Birregurra is generally small. The average household was 2.3 people at the time of the 2011 ABS Census.

There are a large proportion of houses in Birregurra containing single persons (38%) in comparison with the municipality (29%). This profile could be reflective of a growing number of commuting professionals and tradespeople settling in Birregurra as a lifestyle choice; or alternatively a higher proportion of elderly people living alone.

### 5.4 household type

At the time of the 2011 Census, 239 private dwellings were recorded in Birregurra, with 84% (201) occupancy, compared to 73% occupancy for the wider municipality. This higher rate of occupancy in Birregurra may highlight more permanent residence than compared to other parts of the municipality, such as Apollo Bay, where holiday homes are more popular.

Of the occupied private dwellings counted in Birregurra on Census night, 100% were separate houses. This lack of diversity in comparison with the wider Shire and/ or the State could be attributed to the lack of sewerage infrastructure which has historically limited supply of small lots and multi-unit dwellings.



urban planning | urban design | landscape architecture



### **5.5 home ownership**

Approximately 46% of the occupied homes in Birregurra were fully owned at the time of the 2011 Census, with another 37% in the process of being purchased. This is higher than the municipality where approximately 38% of occupied homes on Census night were fully owned.

### **5.6 employment profile**

In 2011, 35% of persons aged 15 or older in Birregurra were employed full-time, 22% were employed part-time, 3.7% were employed but away from work, 6 % were employed but did not state their hours worked and 3% were unemployed.

Reflective of the type of job market in the Colac Otway region, the most common occupations were Professionals, Labourers, Managers, Community and Personal Service Workers, and Sales.

Of Birregurra population of 475 people, 373 undertake voluntary work for an organization or group. This equates to 78.5% of the township's population, which is substantially higher than the rest of the Shire and indeed the State, which is reflective of the high community engagement noted earlier.

### **5.7 household income**

The household income for Birregurra is quite variable. Overall the recorded medium household income was slightly higher for Birregurra (\$928) in comparison with the rest of the Shire (\$914).

However, this may be characteristic of a household structure with a predominance of single person households.



## 6 residential land supply and demand assessment

A detailed residential land supply and demand assessment has been undertaken to inform the preparation of the Structure Plan. A copy of the complete assessment is included in Appendix 1.

Key conclusions from that assessment are summarised as follows:

- ✦ Birregurra is recognised as a small rural settlement with modest growth capacity by State and Local policy.
- ✦ The State Planning Policy Framework states that planning authorities should plan to accommodate projected population growth over at least a 15 year period, albeit this is on a municipal basis.
- ✦ The Birregurra Neighbourhood Character Study was prepared in anticipation of the township being connected to reticulated sewerage. That document recommended minimum lot sizes for various Character Areas within the township, which have been used in the assessment to estimate the potential supply of new dwellings.
- ✦ The maximum potential supply of new dwellings from existing vacant lots and lots developed with dwellings is estimated to be between 401 and 678 new dwellings, based on recommended minimum lot sizes for single dwellings and medium density dwellings respectively. Of those, there are presently 107 vacant lots that are immediately available for development.
- ✦ The potential likelihood of these dwellings being developed is variable and has been taken into consideration in estimating the future potential supply. It has been assumed that vacant land is easier to develop than lots that contain a dwelling. Thus this assessment assumes that 75% of vacant lots will be developed and 25% of existing lots with dwellings will be developed.
- ✦ Depending on the amount of dwellings that are developed as medium density dwellings, there is a potential supply ranging from approximately 198 to 320 new dwellings within the township. Of those, 17 dwellings are estimated to be able to be accommodated within land that is presently zoned Low Density Residential Zone.
- ✦ Based on historic trends there is an estimated average annual demand for around 4 to 5 new dwellings per year. If this trend continues over a 20 year period, this equates to demand for between 80 and 100 new dwellings.
- ✦ Future growth in Birregurra is likely to be positively influenced by improvements to infrastructure, including reticulated sewerage and rail and road links. The degree to which these physical changes will influence growth is unknown. Three scenarios have been used to model a range of estimates for future dwelling requirements. Such estimates are based on historic growth rates and the potential effect of physical infrastructure improvements.
- ✦ If dwelling approvals were assumed to double, there would be an estimated demand for around 9 dwellings per year, which would equate to around 180 new dwellings to 2031.
- ✦ More optimistic scenarios for the township might see the rate of growth increasing between 15 to 21 dwellings per year. This would equate to the need for between 300 and 420 new dwellings to 2031.
- ✦ Should Birregurra's current growth rates continue, there is a potential future dwelling supply ranging from 39 to 64 years.
- ✦ Should the current growth rates double, there is a potential future dwelling supply ranging from 22 to 35 years.
- ✦ If the high growth scenario eventuates, there is potential for at least 9 to 15 years supply of new dwellings available within the current boundaries of the township.



## 6.1 structure plan implications

- Given the potential available dwelling supply within Birregurra, historic growth rates and the unknown potential arising from reticulated sewerage provision, it is considered that there is no need for additional residential land to be zoned at the present time.
- However, Council should monitor dwelling approvals and house and vacant land sales over the next 3 years as the sewerage system is rolled out. This will enable Council to ascertain what impacts reticulated sewerage provision has on residential demand in Birregurra.
- If no resubdivision is occurring or there is a shortage of vacant lots on the market, only then should Council consider the possibility for a rezoning to allow for an expansion of urban area of the township.
- Council should encourage resubdivision and consolidation within existing township boundaries.
- Council should provide for a diversity of housing product to respond to the changing needs of the community.
- The Structure Plan should identify potential locations for future residential expansion in order to protect future long term planning options.
- There is a need to establish guiding principles to identify potential areas for residential expansion.



## 7 economic profile

### 7.1 commercial land

The commercial town centre of Birregurra serves an important role as a key local destination for basic convenience shopping facilities, and also as a key service centre for the surrounding local catchment, including a range of non-retail commercial, community, administrative and cultural functions. Birregurra's Main Street is the social hub of the township and plays a fundamental role in generating a sense of identity for the surrounding community.

Containing an assortment of retail shops, Main Street includes a general store, deli, several cafes, post office, antiques store, pharmacy and a hotel. However, in terms of places for evening dining, Birregurra is limited in its choices. Several people in the community have expressed a frustration at having to drive to Deans Marsh or even Colac for evening meals.

#### 7.1.1 existing floor space

Birregurra currently has 15 businesses operating in Main Street. It is estimated that the floorspace occupied by these businesses is around 1,500 sqm. With a current population (2011) of around 475, this equates to about 3 sqm of floor space per person, although much of this floorspace would seem to be relatively underutilised.

#### 7.1.2 future floor space

The following table provides population scenarios for the next 20 years based on the residential demand assessment.

Assuming the population increases to between 683 and 1,329 persons, if a similar floorspace ratio was to be retained, this would equate to around 550 to 2,400 sqm metres of additional floorspace. Assuming a site coverage of around 30%, between 1,600 sqm and 8,000 sqm of land would be required to accommodate that floorspace. This would equate to around one to four of the traditional 2,000 sqm lots that were originally created in Birregurra.

It should be noted that these scenario estimates are optimistic and are likely to overstate the amount of commercial floorspace / land required in Birregurra. Typically retail floorspace is provided at a ratio of around 2 sqm per person, with only a small amount of that (around 0.2 to 0.4 sqm per person) being provided at the local or neighbourhood level.

However the above estimates provide a basis to consider whether or not sufficient land exists in or adjacent to the existing commercial core of the town, to accommodate possible additional retail and related commercial development.

| 2031                                 | current<br>growth rates | scenario 1 | scenario 2 | scenario 3 |
|--------------------------------------|-------------------------|------------|------------|------------|
| total dwellings                      | 339                     | 419        | 539        | 659        |
| occupied dwellings                   | 285                     | 352        | 453        | 554        |
| total persons                        | 683                     | 845        | 1,087      | 1,329      |
| future floorspace (sqm)              | 2,049                   | 2,535      | 3,261      | 3,987      |
| existing floorspace (occupied) (sqm) | 1,500                   | 1,500      | 1,500      | 1,500      |
| short fall from existing (sqm)       | 549                     | 1,035      | 1,761      | 2,487      |



## 7.2 industrial land

Industrial activities within Birregurra are primarily confined to the Timber Mill located at the northern entrance to the town, as well as a number of low intensity, serviced based industrial uses located at the eastern end of Molesworth Street and at the western end of Main Street. These enterprises offer a range of employment opportunities for the local community, whilst also ensuring the provision of basic services.

The Birregurra timber mill is still operational and a key source of employment. From a tourist perspective the road frontage to these buildings are fairly prominent and the interface with the highway could be further improved. However, consultation has revealed that the local community prefers the industrial frontage of the timber mill as it has a long history with the area and provides a key source of employment for the town.

## 7.3 tourism

The historic nature of the town and its charming natural attributes are key attractors of tourists to Birregurra. Its location at a mid-point between major regional towns, the coast and the Otways, is a strategic drawcard that tourist ventures can gain leverage from.

Birregurra provides a high level of tourist information, public amenities, public parks and rest spots for travellers to take a break and 'stretch their legs'. This type of infrastructure is important to the tourist market, particularly for day trippers or people having a stop off on the way to their final destination.

As previously highlighted there is a growing demand for tourism based facilities within Birregurra. Like the Yarra Valley or Bellarine Peninsula, tourism that is contextual, and relative to the local rural opportunities in the area is likely to be successful and establish Birregurra as a niche tourist destination. The profile and success of the Birregurra Festival, held annually in October, acts as an anchor for this rural themed type of tourism, attracting a broad cross section of people from all over the region. Providing the appropriate support for the festival and

establishment of locally run rural based tourist industries will be a cornerstone of the Birregurra tourist market.

In terms of infrastructure to support tourists there is currently a limited range of accommodation available. There appears to be a shortage of accommodation providers in the low to mid level pricing category.

Existing accommodation within Birregurra township is currently limited to the hotel, B&B or guest house. During peak times such as the Birregurra Festival in October, these facilities are booked out well in advance with little option for festival goers but to commute from nearby towns or camp at the recreation oval.

## 7.4 structure plan implications

- ✦ There will be the potential for some additional tourist and small scale retail uses to locate within the township over time and as the population increases.
- ✦ The preference is to consolidate future retail / commercial uses in Main Street, on either side, between Roadknight Street / Austin Street to the west, and the creek / Strachan Street to the east.
- ✦ If a larger business such as a small supermarket was to locate in town, the preferred location would be either expansion of the existing general store on the south side of Main Street, or the establishment of a new store on the north side of Main Street, between Roadknight Street (west) and the creek (east).
- ✦ If a Main Street location is not possible, a location behind existing shops in Jenner Street could be considered, or potentially in Molesworth Street if the Jenner Street option could not be realised.
- ✦ Land at the rear of properties in the commercial core of Main Street, between Roadknight Street / Austin Street to the west, and the creek / Strachan Street to the east, should be retained or only developed in such a way that retains an option for possible commercial and related use / expansion in the longer term.



- There is an opportunity to consolidate industrial uses within the designated industrial area north of the railway line, whilst allowing for existing light industrial uses to continue operating subject to managing amenity impacts.
- Birregurra is missing a key opportunity for generating revenue during the peak tourism season and for events such as the Birregurra Festival. This highlights the potential need to further expand accommodation prospects within the town, not just for the Festival, but also as a means of encouraging longer stay visitors.
- To support the tourist market and its diverse needs, opportunities for more restaurant style operations should be encouraged.
- Industry in Birregurra has grown up around its historical roots as a timber town. The ongoing timber operations are an important element of town in terms of employment and as a reminder of its history.
- Ongoing integrity of existing industrial activities should be provided for and not compromised by the siting of new residential growth areas.
- Industrial development with an interface to Roadknight Road and in highly exposed locations should incorporate appropriate design treatments and presentation of industrial uses. Such treatments should consider signage, fencing typology, street scaping and landscaping etc.
- There are a number of zoning anomalies that need to be corrected.





## 8 character and heritage

### 8.1 character

Birregurra's small country town appeal is very much part of its unique character. A range of landscape character elements, buildings, materials and architectural styles, and streetscape elements combine to create the existing built form and historic character of Birregurra.

Key features of Birregurra's character include:

- Wide, tree lined Main Street.
- Heritage buildings on the south side of Main Street and elsewhere throughout the town.
- The diversity of building types and building materials used throughout the town.
- The combination of elements which make up the fabric of the township including low fences, rollover kerbs, swale drains and ground surfaces, signs, memorials etc.
- The extent, range and age of exotic plant species (in particular) which significantly contribute to, and enhance the character of the township.

### residential areas

As discussed in Section 4.3, a separate neighbourhood character study has been undertaken. That document recognizes that the appeal of Birregurra requires careful consideration of how residential development can provide a balance between old and new. Hence, that study provided 'guidelines' as to how new development should be managed in Birregurra to respect and enhance the valued characteristics of the township and to reinforce its distinctive role and character.

### 8.2 heritage

#### aboriginal cultural heritage

Throughout the Great Otway National Park there are 4 Traditional Indigenous Owners: the Wathaurung, Gulidjan, Gadubanud, and Kirrae Whurrong people. Their spiritual and physical connections to places around Birregurra go back tens of thousands of years, evident through artefact scatterings found east of the Township.

The name Birregurra is derived from the aboriginal word 'burai gurray' or kangaroo camp, the aboriginal name for springs near Chas.

Land within 200m either side of the Barwon River is identified as an 'Area of Cultural Heritage Sensitivity' by the Department of Planning and Community Development under the provisions of the *Aboriginal Heritage Act 2006*. This is primarily where any potential aboriginal / archaeological sites are most likely to be located and therefore may require further investigation.

Within the areas of identified cultural heritage sensitivity, a mandatory Aboriginal Cultural Heritage Management Plan (CHMP) is required for any proposed high impact activity (such as future subdivision of three or more lots). CHMPs will be required to be approved by Aboriginal Affairs Victoria (and / or any other Registered Aboriginal Party) prior to issue of a permit, in accordance with the *Aboriginal Heritage Act 2006*.

#### european cultural heritage

Although there was some activity by squatters from the mid 1830s, the first european settlement in the Birregurra area was the establishment in 1839 of the Buntingdale Mission Station, some four miles upstream on the Barwon River from the site of the present township.

The Mission was run by the Reverend Francis Tuckfield and its location was carefully chosen to be at the junction of three or four tribal territories. However despite Tuckfield's devotion, the Mission made little progress and the land was sold in 1851. In the same year the Mission



buildings were destroyed in the 'Black Thursday' bush fires.

The first Coach services to the area were conducted by Cobb & Co, on-route from Melbourne to Warrnambool from as early as 1853. It was not until 1860 that the Winchelsea & District Roads Board was formed and declared the Cape Otway Road a "main road," giving better access to the Cape Otway Lighthouse, which was then under construction. F Gilbert, a contract surveyor, was employed in 1892 to draft a town plan for "Birregurra-On-The-Barwon" and land sales began in Geelong.

From the late 19th century the Railway Station at Birregurra has been a crucial centre-point for transporting timber, stock and other rural goods from the Otway Region and local area. The Shire's first railway arrived in 1877. Extending from Geelong (via Birregurra) to Colac, the accessibility of this railway caused a leap in economic activity for these towns. In addition the construction of a branch line from Birregurra to Forest, commencing in 1889, not only helped the development of the forest industry in the Otway Ranges, but also transported produce and livestock to markets

Today Birregurra is renowned for its unique post-contact heritage features and qualities. Such assets are particularly associated with the historic Main Street and the churches in and around Beal Street and Park Lane to the south. In particular, the Main Street contains a number of historic commercial and residential buildings which have a variety of materials and architectural styles.

The Birregurra community is committed to retaining the unique character of Birregurra, whilst encouraging 'appropriate' development within the town. The community wants to ensure that development styles are sympathetic to the heritage character of the town and will enhance its significant visual features. Recently, the community has restored the heritage railway station to the north of the town, which functions as an important landmark and gateway entrance into the township.

Most places of heritage significance within the township of Birregurra are covered by a Heritage Overlay as shown on the following plan. This includes individual buildings and places, as well as the Main Street precinct.

The Heritage Overlay seeks to conserve and enhance those elements which contribute to the significance of heritage places, and ensure that development does not adversely affect the significance of those places. A planning permit is required to subdivide land, demolish or remove a building and construct a building or construct or carry out works. Essentially, this provides an appropriate control over land exclusively covered by the HO but cannot be applied across the entirety of the township.

### heritage walk

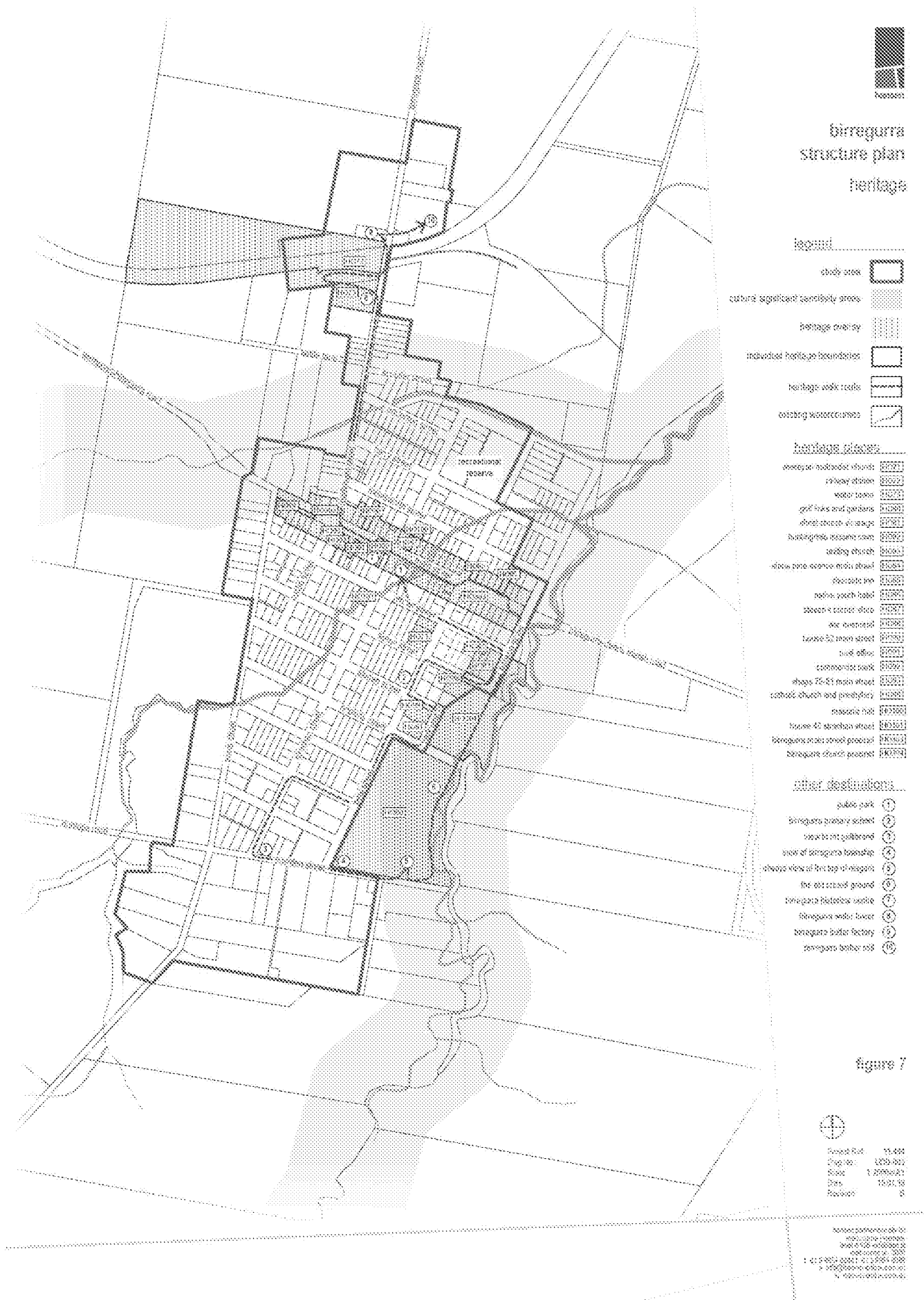
The development of the Birregurra Heritage Walk by the Birregurra and District Action Group has identified sites of cultural heritage significance to provide insight into the rich history of this town. Heritage sites are marked by a sawn hardwood signage panel. The Birregurra Heritage Walk provides many good vantage points from which to view both the town and the surrounding district.

It is noted in the Birregurra Township Masterplan 2007, that additional development of the Birregurra Heritage Walk is still necessary, including sealing and installation of handrails for steep sections, installation of a stabilised path surface along the full length of the walk and ongoing research and signage installation along the walk.

### 8.3 structure plan implications

- \* Protect the valued rural character of Birregurra through implementation of the neighbourhood character study.
- \* The existing heritage controls should be maintained into the future.
- \* Opportunities to celebrate the heritage of the town from a built form and settlement perspective should be continued through the completion of the Heritage Walk and associated improvements.
- \* Retention of the width of Main Street is important to the residents of the town, as is the maintenance of the heritage buildings, which give the town its unique character.







## 9 landscape & natural environment

The township of Birregurra is located on the western bank of the Barwon River, and its tributary Atkin Creek.

Birregurra is well recognised for its treed character and topographic diversity associated with flat, low-lying land to the north and steeper land and the escarpment to the south. A range of exotic and native vegetation scattered throughout, contributes to significant canopy tree cover throughout the township.

### 9.1 biodiversity

Birregurra is located within the Otway Plains Bioregion. The Ecological Vegetation Classes (EVC) present in small patches are: Floodplain Riparian, Woodland, Swampy Riparian Woodland and Grassy Woodland. These EVCs are generally found proximate to the Barwon River, Dunlops Creek and Atkin Creek. All four of these EVC's are listed as endangered by the Department of Sustainability (DSE).

### 9.2 topography and important sight lines

The township of Birregurra is located on the western bank of the Barwon River, and its tributary Atkin Creek in the Corangamite Catchment Management Authority region. The northern half of the town is relatively flat and has several areas of poorly drained, low lying land. In comparison the ridgelines along the southern area of the town provide a magnificent setting for housing, with significant views obtained to as far north as Mt Gellibrand.

### 9.3 land constraints

Steep land within Birregurra has the potential to impact on the ability to develop. Land with more than a 20 percent slope requires careful design and siting of buildings. The Erosion Management Overlay, which applies to some parts of the study, generally addresses this constraint.

The Birregurra Transfer Station at the end of Scouller Street is a landfill site. In accordance with EPA Guidelines it requires a 500m buffer.

### 9.4 agriculture

Agriculture, particularly the dairy industry, is the primary agricultural industry sector in the Colac Otway Shire. According to the Rural Land Strategy (2007) agricultural commodities take up approximately 158,000ha of land across the Shire.

The Rural Land Strategy identified the agricultural quality of land within the Colac Otway Shire (Figure 8) and in particular, Farmland of Strategic Significance. The latter was identified by applying the following criteria to land currently zoned Farming:

- 1 Areas of high quality agricultural land.
- 2 Areas with a pattern of allotments and settlement conducive to agriculture.
- 3 Economic contribution of an area to the Shire's economy.

The resulting areas were deemed 'Farmland of Strategic Significance' regionally due to the high value dairying and associated manufacturing which provides significance economic benefit to the region.

It is noted that the land surrounding Birregurra is classed as having medium agricultural capability. It is not within the 'Farmland of Strategic Significance' and is consequently not considered of high regional significance. However, there is limited productive land, which is suitable for agriculture, within the Shire, regardless of capability. Thus, potential loss of productive agricultural land must be carefully considered.

### 9.5 flooding

Birregurra is located on two specific geological units. The northern, flat part of the township is located on calcareous silty clay and clayey silt. The southern hill area consists of clay, silt, sand and gravel. The soils in the Birregurra region are predominantly shallow loam, mostly of clay texture and underlain by clay subsoil which have a low moisture infiltration rate and high moisture capacity. As such the 2002 Birregurra Wastewater Management Issues



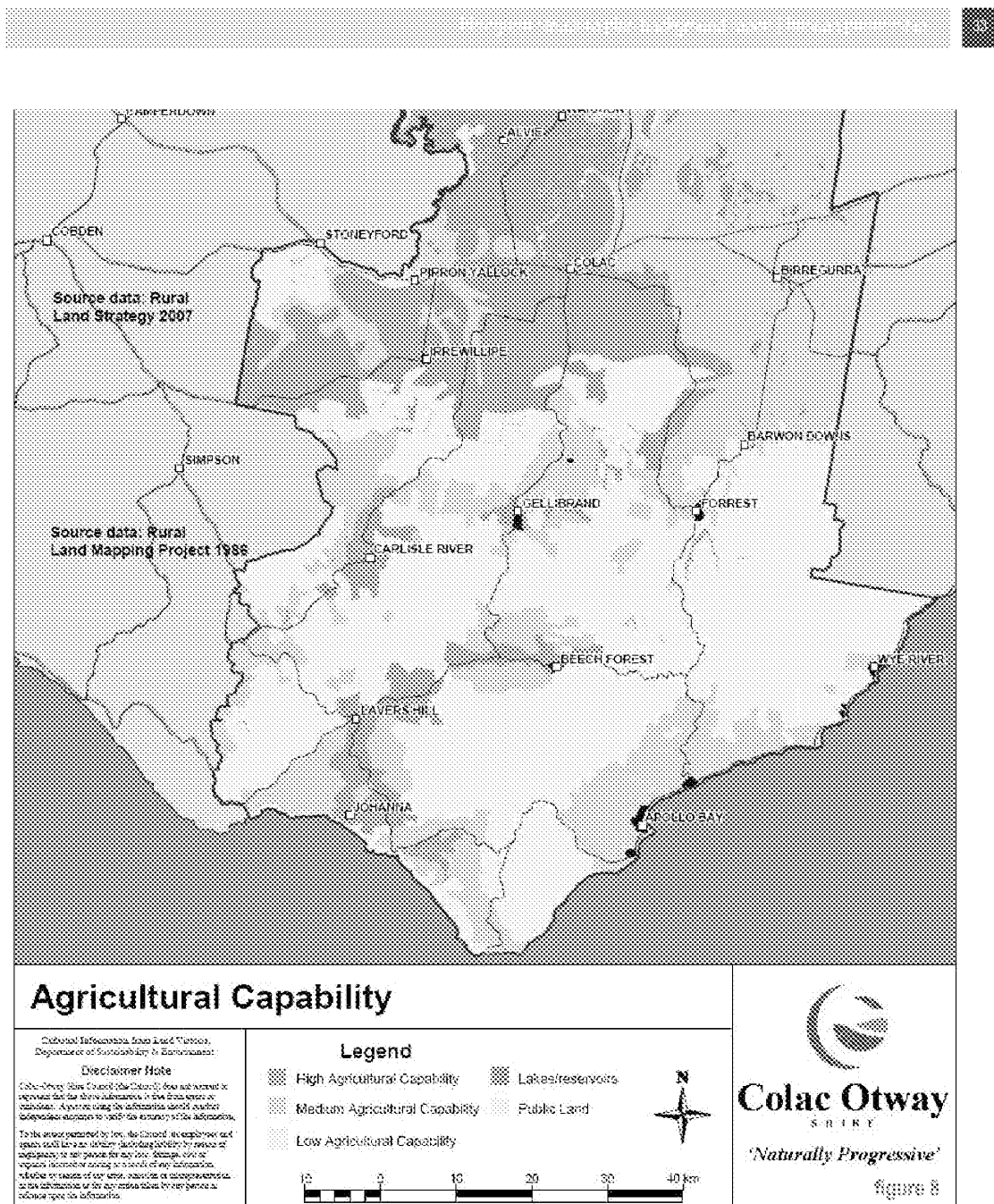
Paper defines the township as having an acceptably low potential for flooding, except for properties located in the Barwon River flood plain. As stated in the 2002 Birregurra Wastewater Management Issues Paper, those properties have an unacceptable proximity to surface water and to the water table - development in that location should therefore be limited.

Areas subject to flooding and inundation are identified in the Colac Otway Planning Scheme through use of the Flood Overlay and the Land subject to Inundation Overlay.

## 9.6 structure plan implications

When considering the above, the following key issues need to be taken into consideration in the Structure Plan:

- ✦ The combination of steep land, canopy vegetation, view lines from high points across the township and panoramic views on approach are key features of Birregurra's natural environment and landscape character.
- ✦ Review overlay provisions to ensure the landscape and environmental attributes are adequately reflected and protected in the schedules.
- ✦ Encourage street trees and improved landscaping on Main Street.
- ✦ Enhance the landscape character of township entrances as defining elements of the north, east and west gateways.
- ✦ Encourage the retention and planting of canopy trees within residential areas.
- ✦ Maintain the prominence of landscape over built form in residential areas.
- ✦ Protect and enhance key views.
- ✦ The Barwon River creates a natural boundary to the east of the township.
- ✦ Aitken Creek and the waterway running through Birregurra (south of Main Street) provide opportunities for future public open space linkages.
- ✦ The presence of endangered EVCs in small patches along Atkin Creek, Bowden Street and Barwon Street are important local and regional assets which should be conserved.
- ✦ The PCRZ does not currently cover the endangered EVC 56 Floodplain Riparian Woodland at the intersection of Scouller and Barwon Street, and the patch east of Skene Street.
- ✦ The presence of endangered EVC 175 Grassy Woodland in small patches along Atkin Creek, the unnamed creek and Bowden Street is an important local and regional asset which should be conserved. Council in conjunction with landholders and the Corangamite CMA should seek to conserve, enhance and link these areas. Building envelopes should be applied to conserve vegetation with in the Low Density Residential Living zone (LDRZ).
- ✦ In the long term these areas could form open space and recreation corridors circling the township and linking to the Barwon River.
- ✦ Any future rezoning of land surrounding Birregurra must be balanced against the need to protect agricultural land within the Shire.
- ✦ Development should avoid land that is subject to flooding or inundation.
- ✦ Ensure sensitive uses do not encroach into the Birregurra Transfer Station EPA Buffer.







## 10 transport and access

Like many country towns, Birregurra is a car based town due to the settlement patterns that have evolved over time. While many people living close to town are within a general or perceived walking distance of uses, many key services like the oval, community services and the shops are actually not located in proximity or connected through good pedestrian networks to make these places accessible by pedestrians.

Although limited, a footpath does extend from Main Street south to the Primary School, as well as along Main Street to the community health centre. This provides pedestrian access to some of the key facilities, however pedestrian access is not available to the railway station. In places existing footpaths are neglected and require upgrading.

Roads in the town are of a variable quality. While the cross sections are generous and establish a rural feel with open views to surrounding areas, upgrades are likely as a result of future infill development. There is a large number of unsealed roads within the township and in wet weather these create problems, particularly given the existing state of drainage - a combination of constructed kerb and channel, swale drains and grass verges. It is also noted that a number of roads within the township are not formed.

In terms of public transport, access is restricted to the three train services a day and a seasonal Colac to Lorne bus service which runs during the summer months. This bus service provides affordable travel between Colac, Birregurra, Deans Marsh and Lorne. With a range of 5 daily return trips (Dec, Jan, April) and 3 off-peak returns (Feb, March), this service also encourages employment opportunities over school holidays. However, it was noted during consultation that residents would be keen to increase the opportunities for public transport within the town. One option that has been suggested is that the route for the Colac – Apollo Bay bus be altered so that it also runs through Birregurra.

### 10.1 structure plan implications

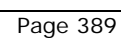
The following key access and movement issues have been identified:

- The design and appearance of the road network throughout the town will be instrumental in making Birregurra a safer, more attractive, cohesive and sustainable community.
- The design, appearance, type and location of new roads and footpaths plays an important role in maintaining the existing and valued rural character of Birregurra.
- Social and community infrastructure including public transport services will need to be integrated into the township and adjoining communities to meet current and future population needs, particularly the needs of the young and the elderly. The extent of the walking / cycling and public transit facilities will influence the status of well-being and health of the community.
- The ongoing management of roads that provide principal access to the Town Centre is to include the establishment of an appropriate functional status (according to the road hierarchy), adherence to scheduled upgrades, provide appropriate levels of parking and provide safe access and connectivity to the wider network.
- Future development of residential growth in Birregurra will be focussed on infill development of the Township Zone. The existing traffic volumes within the township are relatively low (<300vpd) and are unlikely to increase by more than 1% per annum for the foreseeable future.
- To cater for increased vehicle movement (as a result of increasing development) Strachan Street (both north and south) could potentially be developed as the main collector road from the residential areas to the town centre and the arterial roads. The 30m wide road reserve of Strachan Street provides an excellent opportunity for the development of a collector type road as well as an off-road shared path.

**Planning and Infrastructure Opportunities**



- The development of Strachan Street as a collector road may be triggered as traffic volumes approach 1,000vpd.
- As growth and traffic volumes increase over time the development of Sladen Street and Ennis Street may be considered as an alternative route to the main arterial road from the south. The development of this route would have the potential of minimising the impacts on the central activity area for traffic wishing direct access to Colac.
  - Opportunities exist to improve pedestrian and bicycle linkages throughout the township of Birregurra and within the existing open space network.
  - Opportunities have been identified in the Community Infrastructure Plan to establish a shared pedestrian / cycle path from the railway station to the north.
  - Opportunities exist to develop a rail trail to Forrest along the former railway line to the east.





## 11 community infrastructure

### 11.1 open space and recreation

Birregurra is fortunate to have large natural areas of open space for both passive and active recreation. Given the size of Birregurra, the fact that the town is well served with open spaces provides clues as to the importance of this town in the regional context.

In terms of recreation, the town has its own football ground, cricket, tennis and netball courts with associated club rooms. These clubs are very active and create the social 'heart' of the town. As such there are several opportunities for improvement associated with these facilities, including rectifying drainage issues in the car park, upgrading the changing facilities and exploring the possibility of new cricket nets.

Another key recreation facility in the town is the Birregurra Bowls Club. This popular club received a Sport and Recreation Victoria grant in 2009, which aided with the conversion of the original lawn to a new synthetic surface. This synthetic green has benefited the community by reducing the workload of club volunteers and has relieved pressure on water resources. The club now provides a notable venue for physical activity and social interaction in the local community.

### 11.2 community services

Birregurra currently contains a good offer of community infrastructure including health, civic and community activities. The recently developed Community Health Centre has been applauded by the local community for providing a range of activities such as yoga, crafts, exercise classes, tai chi etc.

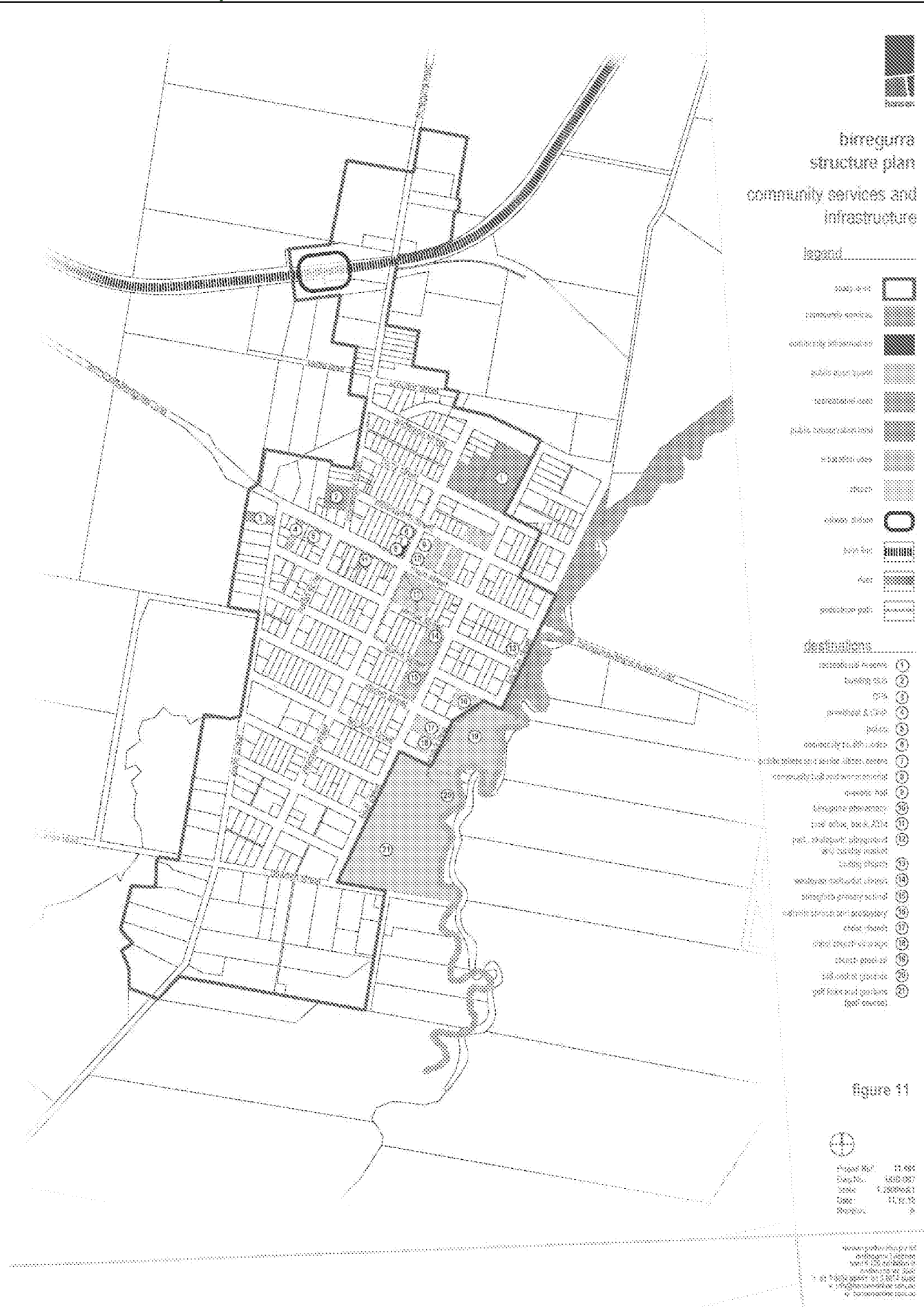
Birregurra also has a large area of passive open space including the Barwon River reserve for fishing and walking, the golf course, the wide street reserves and creek valleys which cross the urban areas and Birregurra Park. Birregurra Park provides important recreational opportunities within the town for both locals and visitors. The location of the park provides good access to existing public toilets and shops, and has good parking

opportunities in Main and Strachan Streets. In addition the Park has a range of recreation activities including a recently constructed skate park and is well serviced with a BBQ, picnic tables and seating due to a recent upgrade based on the Birregurra Park Masterplan (2007).

Birregurra Golf Club provides a well maintained 18-hole course with excellent views of the surrounding region. The course attracts members from throughout the Colac Otway region as well as the local community.

### 11.3 structure plan implications

- ✧ Reinforce and expand community services and infrastructure to ensure the ongoing integrity of Birregurra's community spirit and sense of place.
- ✧ Encourage opportunities for development of both infrastructure for young families and the ageing, including expanded library services and health facilities.
- ✧ Respond to population growth with the expansion of some community facilities.
- ✧ Encourage the consolidation of community uses within the heart of town around existing community infrastructure.
- ✧ Provide for improved access and public transport services to community infrastructure.
- ✧ Enhance linkages between public open space, recreation and community facilities.





## 12 physical infrastructure and services

### 12.1 water, sewerage and drainage

- The reticulated water supply for Birregurra is managed by Barwon Water.
- The drainage network in Birregurra is managed by Council. It is noted that there are a number of existing drainage concerns within the township and drainage infrastructure is lacking throughout most of the town.
- No reticulated gas is available or is likely to be provided in the foreseeable future.
- Telecommunications are available to dwellings in Birregurra and a payphone is provided on Main Street. Anecdotal evidence from consultation indicates that cell phone coverage is limited for most providers.
- The rollout of reticulated sewerage is likely to create the opportunity to unlock significant subdivision and development potential within the Township zone. It is understood that development has in the past been limited due to the inability of land being serviced and the limitations associated with onsite effluent disposal.

### 12.2 structure plan implications

- ✕ The impact of the provision of reticulated sewerage on the shape, feel and function of town will need to be appropriately managed through the structure plan to ensure that appropriate outcomes are achieved.
- ✕ There is a need to plan for expansion and upgrade of the drainage network, whilst also maintaining the rural feel of streetscapes, as development occurs.
- ✕ Some township areas are low lying and therefore unserviceable in terms of reticulated sewerage.



## 13 community engagement

A number of formal and informal community consultation activities have been undertaken since 2009 when the Birregurra Structure Plan was first commenced.

Key opportunities and constraints raised during these first consultation sessions are summarised below.

### 13.1 issues

#### 13.1.1 community

- Funding help is required with maintenance of community areas (e.g. hall).
- Need building standards looked at for Birregurra to maintain 'village atmosphere'.
- Retain the beauty / character of the lovely buildings.
- Light industrial needs to be confined to a certain area (near mill).
- Need for medical services for the future.
- Encourage more advertising of the Birregurra Festival.

#### 13.1.2 infrastructure

- Reticulated sewerage won't fix the drainage issue.
- There are significant time lapses in identifying facilities needed and actual implementation. i.e. 7 years to develop the skate park.
- Minimal footpaths required, character of town is for people to walk on the road providing contact with the community.

#### 13.1.3 environment

- Keep the beautiful European trees in the town.

### 13.2 opportunities

#### 13.2.1 community

- Encourage the railway station to try find a tenant for it.
- Bus stop shelter for the Sunday Bus.

- Improve library services (to twice a week rather than once a fortnight).
- Increase public transport – can the Apollo Bay to Colac bus be rerouted to travel through Birregurra.
- More public seating on Main Street.
- Encourage more advertising of the Birregurra Festival.

#### 13.2.2 infrastructure

- Facilities for travellers to stop and refill / travel facilities and accommodation services.
- Is there a possibility of having a garage / petrol station.
- Encourage designated industrial area.

#### 13.2.3 environment

- Encourage alternative energy, environmentally friendly housing.
- Upgrade recreation reserve.

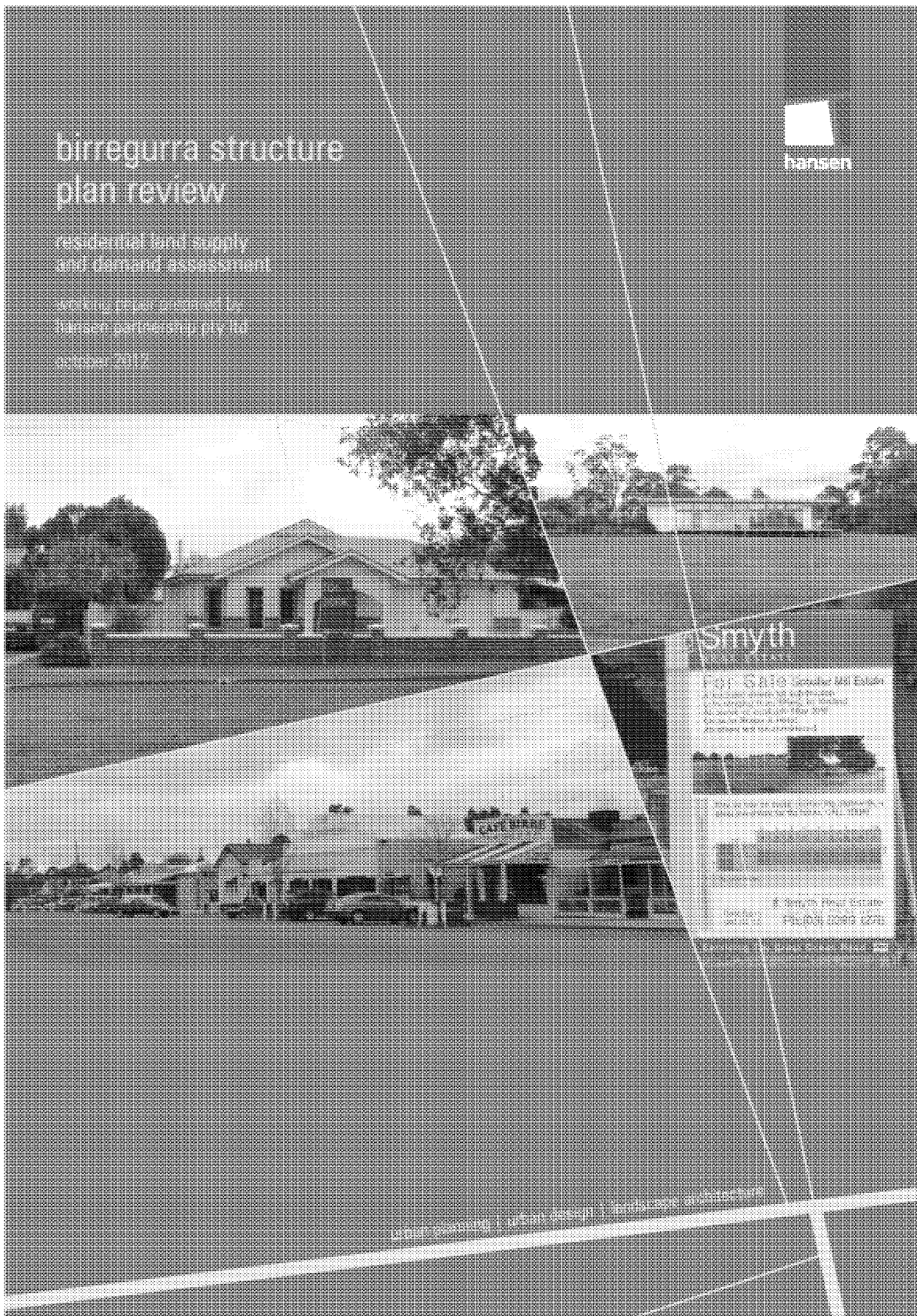
### 13.3 submissions

Public exhibition of the draft Structure Plan between March and April 2013 resulted in four submissions being received by Council. This included one submission from Barwon Water in support of the Structure Plan, and three submissions relating to the growth potential of land outside of the township boundary.

Submissions seeking to expand the township boundary were considered contrary to the Structure Plan's emphasis on providing for infill development, the recommendations of the *Birregurra Neighbourhood Character Study, 2013* and the community's sentiments to maintain the current township boundary.



appendix 1  
residential land supply and demand assessment



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## appendices

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## 1 Introduction

The purpose of this working paper is to detail Stage 1 of the Birregurra Structure Plan Review, being an assessment of the residential land supply and demand within the township. This assessment covers land in the following zones within the township of Birregurra:

- Township Zone; and
- Low Density Residential Zone.

### 1.1 Information sources

The land supply information was prepared using MapInfo GIS files, in association with aerial photography provided by Colac-Otway Shire Council. The demand and population data is based on a range of sources, including:

- Census Data, Australian Bureau of Statistics 2006 and 2011 (ABS).
- Towns in Time, DPCD.
- Victoria In Future 2012, DPCD.
- A Guide to Property Values, Department of Sustainability and Environment 2011 (DSE – Valuer General).
- Building Approvals data provided by Colac-Otway Shire's Building Unit.
- Property Sales data provided by Colac-Otway Shire's Property Unit and the Valuer General.
- Commentary from selected local Real Estate Agents.

This document has been prepared in part to allow Council to assess the amount of residentially zoned land currently available. This is particularly relevant given recent changes to the State Planning Policy require Councils to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur. It is important to note that residential land supply is to be considered on a municipal basis, rather than a town-by-town basis.

### 1.2 methodology

The following methodology was utilised in undertaking this assessment:

1. Identify supply of land within the township based on the most recent aerial photography, also utilising the GIS property layer in MapInfo.
2. Identify properties with dwelling(s) and those that are vacant and the land area of each property.

3. Exclude properties from land supply assessment that are not realistically going to be developed. Such properties include land in the Public Park and Recreation Zone, community uses and flood affected land.
4. Separate land supply into properties within the Township Zone and Low Density Residential Zone.
5. Determine average lot sizes for future subdivision based on the recommendations of the Birregurra Neighbourhood Character Study.
6. Estimate the potential number of additional dwellings that can be accommodated within the Township Zone and Low Density Residential Zone based on the number of and the land area of existing lots, whether or not they contain an existing dwelling, and the average subdivision lot size indicated for the precinct in which each lot is located.
7. Review Council records of planning permit and building permits issued in Birregurra for the previous 6 years.
8. Review available property sales data for dwellings, vacant lots etc.
9. Discussions with real estate agents regarding the demand for dwellings and land / dwellings currently available for sale;
10. Review a case study of a similar rural township that has undergone connection to reticulated sewerage and the resulting effect on growth.
11. Provide an estimate of future residential land demand based on the preceding information and likely growth scenarios.



## 2 policy context

State, regional and local planning policy which is of particular relevance to a residential land supply and demand assessment is discussed below under corresponding headings.

### 2.1 state planning policy

#### Clause 11.02-1 Supply of Urban Land

The objective of Clause 11.02-1 is to ensure a sufficient supply of land is available for residential, commercial, retail, industrial, recreational, institutional and other community uses.

The strategies of Clause 11.02-1 include:

- ✧ Ensure the ongoing provision of land and supporting infrastructure to support sustainable urban development.
- ✧ Ensure that sufficient land is available to meet forecast demand.
- ✧ Plan to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur. Residential land supply will be considered on a municipal basis, rather than a town-by-town basis.
- ✧ Restrict low density residential development that would compromise future development at higher densities.

In order to accommodate urban growth, planning should consider:

- ✧ Opportunities for the consolidation, redevelopment and intensification of existing urban areas.
- ✧ Neighbourhood character and landscape considerations.
- ✧ The limits of land capability and natural hazards and environmental quality.
- ✧ Service limitations and the costs of providing infrastructure.

#### Clause 11.05-1 Regional settlement networks

This clause promotes the sustainable growth and development of regional Victoria through a network of settlements.

Under this clause urban growth is directed to the major regional cities of Geelong, Ballarat, Bendigo and the Moe, Morwell and Traralgon cluster. Growth is also supported in other regional centres such as Ararat and Colac.

In regard to other settlements the clause seeks to:

- ✧ Guide the structure, functioning and character of each settlement taking into account municipal and regional contexts and frameworks.

- ✧ Provide for growth in population and development of facilities and services across a region or sub-region network.
- ✧ Deliver networks of high-quality settlements by:
  - ✧ Building on strengths and capabilities of each region across Victoria to respond sustainably to population growth and changing environments.
  - ✧ Developing networks of settlements that will support resilient communities and the ability to adapt and change.
  - ✧ Balancing strategic objectives to achieve improved land-use and development outcomes at a regional, catchment and local level.
  - ✧ Preserving and protecting features of rural land and natural resources and features to enhance their contribution to settlements and landscapes.
  - ✧ Encouraging an integrated planning response between settlements within regions and in adjoining regions and states.
  - ✧ Providing for appropriately located supplies of residential, commercial, and industrial land across a region, sufficient to meet community needs.
  - ✧ Improving connections to regional and metropolitan transport services and urban connectivity.

#### Clause 11.05-4 Regional Planning Strategies and Principles

The objective of Clause 11.05-4 is to develop regions and settlements which have a strong identity, are prosperous and are environmental sustainable.

The principles of Clause 11.05-4 include:

- ✧ Managing the impacts of settlement growth and development to deliver positive land use and natural resource management outcomes.
- ✧ Avoiding development impacts on land that contains high biodiversity values, landscape amenity, water conservation values, food production and energy production capacity, extractable resources and minerals, cultural heritage and recreation values, assets and recognised uses.
- ✧ Providing adequate and competitive land supply, including urban regeneration, redevelopment and greenfield sites, to meet future housing and urban needs and to ensure effective utilisation of land.





## 2.2 regional planning policy

### G21 Regional Growth Plan, 2012 (draft)

The key elements of this report that are of particular relevance to the residential land supply and demand assessment include:

- ✧ *The area surrounding Winchelsea to Colac has a significant agricultural role and supports a number of small towns, such as Forrest and Birregurra, which provide important housing lifestyle options and niche tourism activity (p. 15).*
- ✧ *The region's other rural and coastal settlements will continue to experience modest growth and play an important tourism and agricultural role to surrounding areas. Growth will be limited to identified structure plan settlement boundaries (p. 35).*
- ✧ *Growth of other municipality towns limited to existing settlement boundaries with some minor growth consistent with Colac Otway Shire Rural Living Strategy (e.g. Birregurra) (p. 51).*

## 2.3 local planning policy

### Clause 21.03-4 Birregurra (Colac Otway Planning Scheme)

This clause recognises that:

*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 towns such as Birregurra for accommodation and recreation. This seasonal influx of visitors provides important business development and employment opportunities within Birregurra.*

The objectives of this clause are:

- ✧ *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.*

### Colac Otway Shire Rural Living Strategy, 2011

This report addresses a range of issues which are relevant to the assessment of land supply and demand in Birregurra. These issues are discussed below.

Opportunities for development:

- ✧ *Opportunities for development are currently limited to infill on existing vacant lots within the Township Zone and Low Density Residential Zone.*
- ✧ *Land immediately to the west of town is generally cleared, has a medium agricultural capability and is not subject to landslip or significant flooding constraints. Beyond infill development, it presents as a logical location for any future residential growth.*

Constraints on development:

- ✧ *Land to the east of town is constrained by the Barwon River and associated floodplain.*
- ✧ *Land to the north of town is partially constrained by flood prone land associated with Atkins Creek.*

Residential supply and demand:

- ✧ *Current supply is limited to approximately 13ha of vacant land within the Township Zone, some of which is likely to be undevelopable due to environmental and land capability constraints. Connection to reticulated sewerage will unlock the subdivision and development potential of these lots facilitating smaller lot sizes and higher dwelling density.*
- ✧ *Demand in the area is strong due to the availability of services, affordable house prices, high amenity values and proximity to the coast. This demand has been evidenced by the strong take up of vacant lots within the Township Zone.*

Growth potential:

- ✧ *The Birregurra Township has moderate growth potential while the rural living 'cluster' to the east has low growth potential.*

Recommendation:

- ✧ *Given the level of existing infrastructure and lack of environmental constraints, Birregurra is one of the few settlements in the Shire which has the ability to accommodate future growth.*
- ✧ *The Birregurra Structure Plan currently being developed will determine the detailed planning recommendations.*
- ✧ *Rezoning of rural living 'cluster' (Cape Otway Road) from the Farming Zone to Rural Living Zone to allow remaining vacant lots to be developed with no further subdivision.*

### Open Space Strategy, 2011

The key findings of this study relating to the provision of open space in Birregurra include:

- ✧ *Plan to meet the requirements for open space that will arise when Birregurra expands. This would include negotiating*



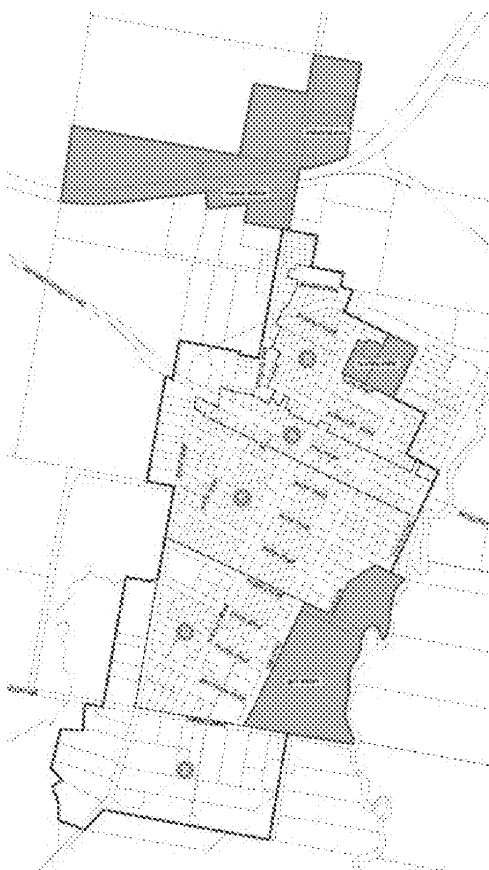
with developers on a site specific basis taking into account the existing provision of open space. If the existing provision fulfils the needs required by the new residents, then Council will require 1% per lot up to a maximum of 10% of the land value to be contributed as cash to be used to upgrade the existing open space.

- ✧ Improve the playing and other facilities of the recreation reserve to better meet the requirements of sports users and other visitors.
- ✧ Improve the linkages between the town, main street, school and open space.
- ✧ Investigate further development of the Tiger Rail Trail from Birregurra to Barwon Downs and Forrest.

#### Birregurra Neighbourhood Character Study, 2012

This study identifies five preferred character areas (A-E) within Birregurra – refer to the map below.

Figure 1: Birregurra Neighbourhood Character Study preferred character areas



#### ✧ Preferred Character Area A:

Reflects the strong heritage quality of buildings along Main Street and corresponds with the Heritage Overlay that applies to the full length of Main Street. New dwellings will generally be located to either end of Main Street away from the commercial core, but can also be considered on a site-by-site basis.

#### ✧ Preferred Character Area B:

This area will gradually evolve into a mixed character, with a range of housing styles and moderately smaller lot sizes compared to other areas. Existing buildings are sited closer to property boundaries and have a higher site coverage.

#### ✧ Preferred Character Area C:

This area will retain its more traditional township character through greater setbacks from property boundaries, lower site coverage and resulting increase in area for landscaping opportunities.

#### ✧ Preferred Character Area D:

This area will provide the transition from the semi-rural area south of Birregurra to the more traditional township area south of Main Street. Due to the greater distance from Main Street, undulating topography and potential for smaller lot subdivision that would impact the character of the area, any multi-dwelling development is explicitly discouraged. The infill opportunities will include redevelopment of existing properties and subdivision of large allotments, with each new lot requiring a street frontage

#### ✧ Preferred Character Area E:

As this area is entirely within the Low Density Residential Zone (LDRZ) it is not possible to subdivide less than 4,000m<sup>2</sup> and only one dwelling can be constructed per lot. The area can only be developed otherwise if a planning scheme amendment is passed through Colac Otway Shire Council and approved by the Department of Planning and Community Development. Due to the distance from Main Street and other services such as the railway station and sporting fields, it is not an area that should be included within the Township Zone in the short term.

A series of objectives, decision guidelines, minimum lots sizes and possible layout diagrams are provided for each preferred character area.



The table below summarises minimum lots sizes for single dwellings and multi-unit development lots.

Table 1: Birregurra Neighbourhood Character Study minimum lot sizes

| Character Area | Min. Lot Size Single Dwelling | Min. Lot Size Multi-Unit Development |
|----------------|-------------------------------|--------------------------------------|
| A              | 1,000sqm                      | 500sqm                               |
| B              | 700sqm                        | 500sqm                               |
| C              | 1,000sqm                      | 600sqm                               |
| D              | 1,000sqm                      | discouraged                          |
| E (LDRZ)       | 4,000sqm                      | -                                    |

The Neighbourhood Character Study puts forward the following recommendations for inclusion in the Colac Otway Planning Scheme:

- *Modifications to the Municipal Strategic Statement (principally Clause 21.03-4) to refer to the proposed Design and Development Overlay.*
- *The introduction of a DDO control for the land within the existing township boundary, excluding the Low Density Residential Zone, Public Use Zone and Public Park and Recreation Zone.*
- *The introduction of a Vegetation Protection Overlay (VPO) to the extent of land covered by preferred Character Areas 'C' and 'D', which has been identified as making a significant contribution to the native canopy in Birregurra.*
- *The introduction of the Birregurra Neighbourhood Character Study into the planning scheme as a reference document.*

It is noted that proposed changes to the State standard provisions of the Low Density Residential Zone may result in the minimum lot size in Character Area E being reduced to 2,000sqm for lots connected to reticulated sewerage.

### 3 residential supply

This section of the report assesses the existing available residential land supply within Birregurra.

#### 3.1 township zone

##### vacant land

The Township Zone in Birregurra contains approximately 103 vacant lots across Character Areas A-D, as shown in the following table.

Through further subdivision of existing vacant lots (based on the minimum lot size for single dwellings in each Character Area recommended in the Neighbourhood Character Study) there is potential for 186 new dwellings to be developed within the Township Zone.

Table 2: Township Zone Vacant Land (based on recommended single dwelling lot sizes)

| Area             | Existing Vacant Lots | Potential new dwellings on vacant lots |
|------------------|----------------------|----------------------------------------|
| Character Area A | 4                    | 5                                      |
| Character Area B | 33                   | 68                                     |
| Character Area C | 49                   | 80                                     |
| Character Area D | 14                   | 33                                     |
| Total            | 103                  | <u>186</u>                             |

##### existing developed land (lots with dwellings)

Within the Township Zone there are approximately 245 existing lots developed with dwellings across Character Areas A-D, as shown in the following table.

Through development of existing developed land (based on the minimum lot size for each Character Area recommended in the Neighbourhood Character Study) there is potential for an additional 165 dwellings to be developed.

Table 3: Township Zone Developed Land (based on recommended single dwelling lot sizes)

| Area             | Existing lots with dwellings | Potential new dwellings on lots with existing dwellings |
|------------------|------------------------------|---------------------------------------------------------|
| Character Area A | 46                           | 4                                                       |
| Character Area B | 41                           | 19                                                      |
| Character Area C | 108                          | 74                                                      |
| Character Area D | 50                           | 68                                                      |
| Total            | 245                          | <u>165</u>                                              |

##### total potential new lots

Overall, there is the potential to provide for 351 new dwellings through further development of vacant lots and existing developed land in the Township Zone of Birregurra.

Table 4: Township Zone Total Potential Lots (based on recommended single dwelling lot sizes)

| Area             | Potential new dwellings |                              | Total potential new dwellings |
|------------------|-------------------------|------------------------------|-------------------------------|
|                  | Vacant lots             | Existing lots with dwellings |                               |
| Character Area A | 5                       | 4                            | 9                             |
| Character Area B | 68                      | 19                           | 87                            |
| Character Area C | 80                      | 74                           | 154                           |
| Character Area D | 33                      | 68                           | 101                           |
| Total            | 186                     | 165                          | <u>351</u>                    |

It is noted that the above assessment does not consider the potential for further infill development associated with medium density unit developments. The Birregurra Neighbourhood Character Study sets out minimum lot sizes for multi-unit developments in Character Areas A, B and C. If these minimum lot sizes are used to determine potential supply the following results are obtained:

Table 5: Township Zone Total Potential Lots (based on recommended medium density dwelling lot sizes)

| Area             | Potential new dwellings |                              | Total potential new dwellings |
|------------------|-------------------------|------------------------------|-------------------------------|
|                  | Vacant lots             | Existing lots with dwellings |                               |
| Character Area A | 9                       | 40                           | 49                            |
| Character Area B | 121                     | 62                           | 183                           |
| Character Area C | 129                     | 166                          | 295                           |
| Character Area D | 33                      | 68                           | 101                           |
| Total            | 186                     | 165                          | <u>628</u>                    |

It is noted that the figures above represent the maximum potential for new dwellings that may be possible within the Township Zone. However, it is likely that some of the lots will not be further subdivided and that a proportion of these potential new dwellings will remain undeveloped over the next 15 -20 years. This is particularly the case due to the fragmented ownership pattern of these allotments and lack of certainty about whether or not the land will be developed in the future.

## 3.2.1 Low Density Residential Zone - Potential Dwellings

In order to more accurately take into account the likely take-up of development a more conservative approach to estimating available land supply is warranted. This assessment assumes that vacant lots are more attractive and easier to develop than existing lots developed with dwellings. Thus it is assumed that 75% of potential new dwellings from vacant lots and 25 % of of potential new dwellings from existing developed lots will be developed over the 20 year planning horizon.

Table 6: Township Zone Total Potential Lots taking into account Market Limitations for Single Dwellings

| Area             | Potential new dwellings based on assumptions regarding likely take up |                                                            | Total potential new dwellings |
|------------------|-----------------------------------------------------------------------|------------------------------------------------------------|-------------------------------|
|                  | Vacant lots (75% likely to be developed)                              | Existing lots with dwellings (25 % likely to be developed) |                               |
| Character Area A | 3.75                                                                  | 1                                                          | 4.75                          |
| Character Area B | 51                                                                    | 4.75                                                       | 55.75                         |
| Character Area C | 60                                                                    | 18.5                                                       | 78.5                          |
| Character Area D | 24.75                                                                 | 17                                                         | 41.75                         |
| Total            | 139.5                                                                 | 41.25                                                      | 180.75                        |

Table 7: Township Zone Total Potential Lots taking into account Market Limitations for Medium Density Dwellings

| Area             | Potential new dwellings based on assumptions regarding likely take up |                                                            | Total potential new dwellings |
|------------------|-----------------------------------------------------------------------|------------------------------------------------------------|-------------------------------|
|                  | Vacant lots (75% likely to be developed)                              | Existing lots with dwellings (25 % likely to be developed) |                               |
| Character Area A | 6.75                                                                  | 10                                                         | 16.75                         |
| Character Area B | 90.75                                                                 | 15.5                                                       | 106.25                        |
| Character Area C | 96.75                                                                 | 41.5                                                       | 138.25                        |
| Character Area D | 24.75                                                                 | 17                                                         | 41.75                         |
| Total            | 219                                                                   | 84                                                         | 303                           |

### total new dwellings township zone

Based on future likely development of existing vacant lots and existing lots developed with dwellings the Township Zone in Birregurra has the potential to yield approximately 180 to 303 new dwellings.

If it is assumed that 10% of new dwellings to be constructed in Birregurra will be medium density dwellings, the estimated overall dwelling supply in the Township Zone is approximate 193

dwellings. This estimate takes 10% of forecast single dwellings and replaces these with 10% of forecast medium density dwellings.

### 3.2 low density residential zone

The Low Density Residential Zone in Birregurra contains 4 vacant lots and 18 existing lots with dwellings.

Through subdivision of existing vacant lots and existing lots with dwellings (based on the minimum lot size of 4,000 sqm) there is potential for 50 new dwellings to be developed within the Low Density Residential Zone of Birregurra. It is noted that the existing Low Density Residential Zoned land is not in the proposed sewerage district and it is assumed that the land will remain unsewered in the future.

Table 8: Low Density Residential Zone – Potential Lots

| Existing vacant lots          | Potential new dwellings on vacant lots | Existing lots with dwellings | Potential new dwellings on lots with existing dwellings |
|-------------------------------|----------------------------------------|------------------------------|---------------------------------------------------------|
| 4                             | 10                                     | 18                           | 40                                                      |
| Total potential new dwellings |                                        | 50                           |                                                         |

The same market limitations utilised in the Township Zone can be applied to ensure a pragmatic approach to lot supply is consistently applied across the township.

Table 9: Low Density Residential Zone Total Potential Lots Taking into Account Market Limitations

| Potential new dwellings                  |                                                            | Total potential new dwellings |
|------------------------------------------|------------------------------------------------------------|-------------------------------|
| Vacant lots (75% likely to be developed) | Existing lots with dwellings (25 % likely to be developed) |                               |
| 7.5                                      | 10                                                         | 17.5                          |

### total new dwellings low density residential zone

Based on future development of existing vacant lots and existing lots developed with dwellings the Low Density Residential Zone in Birregurra could yield between 17.5 new dwellings.



3.3 summary

As demonstrated in the table below:

- The Township Zone has the potential to provide for approximately 180 to 303 new dwellings taking into account the level of likely development take-up on vacant and developed lots as well as a single dwelling and medium density lot sizes.
- The Low Density Residential Zone has the potential to provide for 17.5 new dwellings taking into account the level of likely development take-up on vacant and developed lots.
- In total there is approximately 198 to 320 new dwellings potentially available in the township of Birregurra.

Table 10: Total potential new dwellings in Birregurra

|                              | Potential new dwellings |                              | Total potential new dwellings |
|------------------------------|-------------------------|------------------------------|-------------------------------|
|                              | Vacant lots             | Existing lots with dwellings |                               |
| Township Zone                | 139.5 - 219             | 41.25 - 84                   | 180.75 - 303                  |
| Low Density Residential Zone | 7.5                     | 10                           | 17.5                          |
| Total                        | 147 – 226.5             | 51.25 - 94                   | 198.25 - 320.5                |



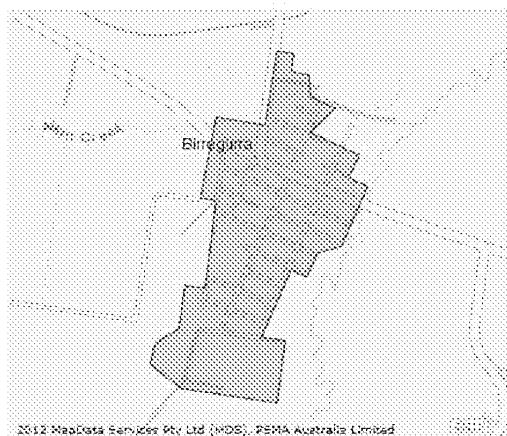
## 4 residential demand

There are a variety of methods that can be used to estimate future residential land demand, which includes population growth, building approvals data, vacant residential lot values, house sales and values, discussions with real estate agents and current and anticipated trends in residential development. These methods are discussed below under corresponding headings.

### study area definition

The majority of demand related data and analysis presented in this report has been undertaken for the Birregurra Urban Centre / Locality, the boundaries of which are shown in Figure 2 below.

Figure 2: Birregurra Urban Centre / Locality



The Birregurra, Urban Centre / Locality generally consists of all land within the Township Zone, south of the railway line and north of Bowden Street as well as land in the Low Density Residential Zone south of Bowden Street.

It is noted that this area has changed from the 2006 ABS Birregurra Urban Centre / Locality, which did not include land in the Low Density Residential Zone. This distorts comparison, but is sufficient for general analysis as the defined area for a bound Urban Centre / Locality represents a population cluster of between 200 and 999 people at the time of the Census.

### 4.1 population and building approvals data

#### colac otway shire

The table below provides a snapshot of the Colac Otway Shire's estimated residential population in 2006 and 2011.

Table 11: Colac Otway Shire Population and Dwellings (ABS Estimated Resident Population, profile.id)

| Year   | Population | Dwellings |
|--------|------------|-----------|
| 2006   | 21,044     | 10,791    |
| 2011   | 20,578     | 11,320    |
| Change | -466       | 529       |

Overall there has been a decline in population across the Shire from 2006 to 2011. However, there has been a substantial increase in the number of dwellings in the Shire, which could potentially be attributed to holiday homes, which may have been vacant on census night and / or the State-wide trend towards increasing numbers of smaller households.

Victoria in Future 2012 (VIF 2012) is the Victorian Government's official population and household projections. Information is provided for State-wide, regional and metropolitan areas as well as local government areas. The VIF projections cover the period 2011 to 2031 for regional Local Government Areas. It is noted that given the decline in population experienced in Colac Otway from 2006 to 2011 these projections may require revision.

Table 12 summarises the projected population and growth in dwellings for the Colac Otway Shire municipal area based on Victoria in Future 2012.

Table 12: Colac-Otway Shire Population and Dwelling Projections (VIF 2012 and profile.id)

| Year   | Population   | No. of dwellings |
|--------|--------------|------------------|
| 2011   | 20,578 (.id) | 11,267 (.id)     |
| 2016   | 23,220       | 12,304           |
| 2021   | 24,379       | 13,204           |
| 2026   | 25,582       | 14,142           |
| 2031   | 26,755       | 15,052           |
| Change | 6,177        | 3,785            |

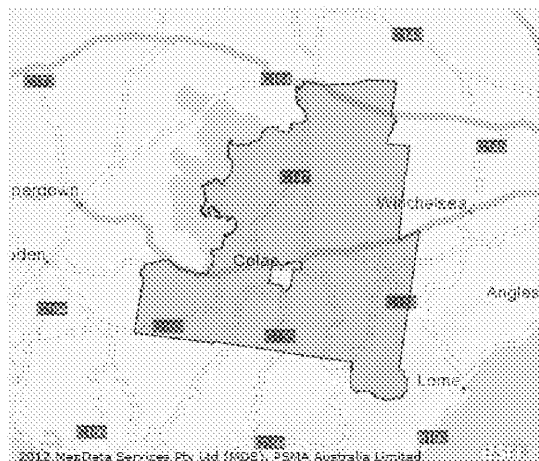
From 2011 to 2031, there is an estimated average annual demand for residential dwellings of 189 across the Shire. The majority of this demand is likely to be taken up in Colac (Regional Centre) and within the popular coastal Great Ocean Road / Otways region.

## Colac Otway North SLA and Birregurra Township

### Colac Otway North SLA

The VIF 2012 also provides population and dwelling projections at the Statistical Local Area (SLA) level. Birregurra is located in the Colac North SLA as shown in the figure below.

Figure 3 Colac Otway North SLA



The Colac Otway North SLA includes the majority of the Shire, except for the urban area of Colac and the Great Ocean Road / Otways region. As well as Birregurra, the SLA includes the settlements of Alvie, Beeac, Cororooke, Cressy, Irrewarra, Warrion, Barongarook, Carlisle River, Forrest, Gellibrand, Larpent, Pirron Yallock and Swan Marsh.

Table 13: Colac Otway North SLA Population and Dwelling Projections (VIF 2012)

| Year   | Population | No. of dwellings |
|--------|------------|------------------|
| 2011   | 6,370      | 2,657            |
| 2016   | 6,545      | 2,756            |
| 2021   | 6,640      | 2,864            |
| 2026   | 6,749      | 2,974            |
| 2031   | 6,867      | 3,081            |
| Change | 490        | 424              |

From 2011 to 2031, the estimated average annual demand for residential dwellings is 21 dwellings per annum across the Colac-Otway North SLA. Much of this growth is likely to be distributed throughout all of the settlements within the SLA.

### Birregurra township

The tables below provide a snapshot of Birregurra's population using Australian Bureau of Statistics data based on 'State Suburb' and 'Urban Locality'. It also combines dwelling approval data which provides an indication of residential lot consumption rates in Birregurra. This data provides historic rates of housing growth on a yearly basis and is useful in forecasting future residential land demand. The dwelling approvals data has been obtained from Council.

Current available information from the 2011 ABS census indicates that the Birregurra Urban Centre / Locality had a population of 475 people and 239 dwellings in 2011.

Table 14: Birregurra Urban Locality (2011 ABS Enumerated population and Towns in Time, DPCD)

|      | Population | Total Dwellings | Ave. House Size |
|------|------------|-----------------|-----------------|
| 1991 | 463        | 202             | 2.8             |
| 1996 | 462        | 214             | 2.6             |
| 2001 | 426        | 202             | 2.5             |
| 2006 | 470        | 225             | 2.3             |
| 2011 | 475        | 239             | 2.3             |

Between 2001 and 2011 Birregurra's Urban Locality population increased by 49 people with a corresponding increase in dwelling numbers of 37. This equates to 3.7 new dwellings being constructed each year. It is noted these figures closely align with the Building Approvals data provided below.

Table 15: Birregurra New Dwelling Building Approvals (Source: Colac Otway Shire Council, 2012)

| End of Financial Year      | No.            |
|----------------------------|----------------|
| 2006                       | 3              |
| 2007                       | 4*             |
| 2008                       | 8*             |
| 2009                       | 4              |
| 2010                       | 2*             |
| 2011                       | 6              |
| 2012                       | 3 (incomplete) |
| Total                      | 30             |
| Average Per Year 2006-2011 | 4.5            |

Utilising historic dwelling approvals data as a trend from 2011 to 2031, there is an estimated average annual demand for residential dwellings of 4.5 dwellings within the township. Of these approximately 1 dwelling each year has been constructed in the Low Density Residential Zone. Over a 20 year period this would equate to approximately 90 new dwellings (including 70

Township Zone dwellings and 20 Low Density Residential Zone dwellings).

#### 4.2 vacant residential lot values

Table 14 identifies the number of sales and median value of vacant residential lots in Birregurra for the period 2008 to 2012.

The median value of a vacant residential land in Birregurra in 2011 was \$205,000. This has increased significantly from 2010.

Table 16: Birregurra Vacant Land Sales (Source: Colac Otway Shire Council)

| Year | Number of Sales | Sale Price | Land Area sqm | Median for year      |
|------|-----------------|------------|---------------|----------------------|
| 2008 | 1               | \$103,000  | n/a           | \$116,500            |
|      | 2               | \$130,000  | n/a           |                      |
| 2009 | 1               | \$155,000  | 10,370        | \$145,000            |
|      | 2               | \$135,000  | 999           |                      |
| 2010 | 1               | \$115,000  | 1,183         | \$155,000            |
|      | 2               | \$75,000   | 537           |                      |
|      | 3               | \$225,000  | 4,001         |                      |
|      | 4               | \$195,000  | 1,211         |                      |
| 2011 | 1               | \$295,000  | 4,009         | \$205,000            |
|      | 2               | \$116,000  | 871           |                      |
| 2012 | 1               | \$120,000  | 1,123         | \$160,000 incomplete |
|      | 2*              | \$360,000  | 6,708         |                      |
|      | 3               | \$165,000  | 1,532         |                      |
|      | 4               | \$160,000  | 207           |                      |
|      | 5               | \$120,000  | 1,012         |                      |

\* Land located in the Low Density Residential Zone.

It is noted that as there are a variety of allotment sizes, including some larger landholdings, these figures are not necessarily a reliable measure of standard residential lot demand in Birregurra. In addition, the limited numbers of sales that have occurred suggest that the results are not from a statistical viable sample size in order to draw conclusions from.

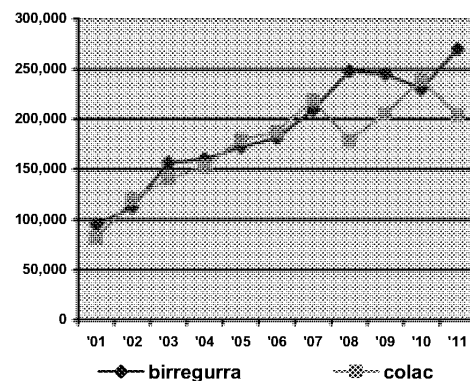
#### 4.3 house sales and values

The table and graph below show the median house prices in Birregurra and Colac between 2001 and 2011. Note: only partial sales numbers have been available from the Colac Otway Shire Council and Valuer General.

Table 17: Birregurra Median House Price (Guide to Property Values, DSE)

| Year | Birregurra Median House Price | No. of sales | Colac Median House Price | No. of sales |
|------|-------------------------------|--------------|--------------------------|--------------|
| 2001 | \$95,000                      | n/a          | \$82,000                 | n/a          |
| 2002 | \$112,500                     | n/a          | \$120,000                | n/a          |
| 2003 | \$156,500                     | n/a          | \$140,500                | n/a          |
| 2004 | \$160,000                     | n/a          | \$152,500                | n/a          |
| 2005 | \$172,000                     | n/a          | \$180,000                | n/a          |
| 2006 | \$181,000                     | n/a          | \$187,500                | n/a          |
| 2007 | \$209,000                     | n/a          | \$219,000                | n/a          |
| 2008 | \$248,000                     | 10           | \$179,000                | n/a          |
| 2009 | \$245,000                     | 10           | \$205,000                | n/a          |
| 2010 | \$230,000                     | 13           | \$239,500                | n/a          |
| 2011 | \$270,000                     | 13           | \$204,000                | n/a          |

Figure 4 Birregurra and Colac Median House Price 2001-2011 (A Guide to Property Values, 2012, DSE)



Housing sales data (provided by Colac Otway Shire) between 1 January 2012 and 17 September 2012 indicates that the median house price in Birregurra has risen in 2012. There have been 8 house sales with a low of \$210,000 and a high of \$737,500. The median house price in Birregurra during this period was \$317,500, an increase of \$95,000 compared with the 2011 figure. This data is shown in Table 18.



Table 18: Birregurra House Sales 2012

|                 |           |
|-----------------|-----------|
| Number of Sales | 8         |
| Lowest Price    | \$210,000 |
| Highest Price   | \$737,500 |
| Median Price    | \$317,500 |

The consistent growth (as well as general parity with Colac) in the median value of houses in Birregurra is an indicator of high demand for residential lots in the township. It may also be a potential indicator of limited lot supply, driving up prices of existing dwellings, due to demand exceeding supply.

#### 4.4 discussions with real estate agents

The project team has held discussions with a number of real estate agents as a method to garner anecdotal evidence regarding the demand for residential land in Birregurra. They provided the following observations in relation to supply and demand for residential property in the locality:

- House sales have slowed and there are currently more houses on the market in Birregurra offering greater choice to buyers.
- Houses values ranging between \$300 - \$450,000 are sort after. Any prices above \$500,000 being asked for are not attracting buyers.
- The market in Birregurra differs from that in Colac. Buyers are highly price sensitive and looking at the lower end of the market, although there is a preference for period homes.
- Other demand is being driven by people undertaking a 'tree change'. Holiday home purchasers make up a small proportion of buyers.
- Vacant land demand is over inflated resulting in a number of vendors having to reduce asking prices.
- Demand in Birregurra has been principally driven by first homebuyers looking for land in the lower price bracket.
- Recent land sales in Birregurra have ranged in price from \$100,000 to \$185,000, with demand highest at the lower price brackets.
- A vacant 1 acre block of land was recently sold for \$138,000 after being on the market for 3 years.
- Whilst there is a perception that reticulated sewerage will drive more development interest, one real estate agent has undertaken appraisals for a number of clients. This work determined that the costs of subdivision, particularly infrastructure and services provision to allotments in Birregurra outweighed potential profit.

#### 4.5 current and anticipated trends in residential development in Birregurra

##### princes highway improvements

The upgrading of the Princes Highway will provide for a four-lane divided road between Geelong and Winchelsea. This will enhance access to and from Birregurra and reduce travel times to key services and employment in Geelong.

It is considered that the improvement of the Princes Highway is likely to have a modest impact on the demand for residential development within Birregurra.

##### railway service improvements

Work on a \$1.9 million upgrade of the west Warrnambool intermodal freight hub is nearing completion and will allow for more efficient loading to get south-west products transported to Appleton dock in Melbourne. Work is also expected to start next year on a \$10m passing loop at Warncoort near Birregurra, which will enable heavier and longer freight trains to operate between Warrnambool and Appleton dock in Melbourne.

Likely improvements to passenger services have also been identified in the G21 Regional Growth Plan. These improvements are dependent on the new passing loop at Warncoort.

Such freight and passenger rail infrastructure improvements are like to have a positive impact on growth rates in Birregurra.

##### connection to reticulated sewerage

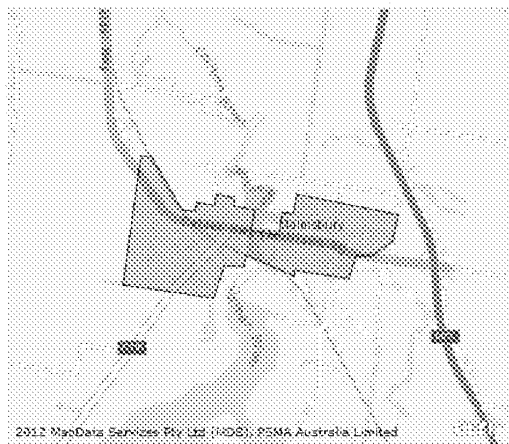
The township of Birregurra is currently being connected to reticulated sewerage. It is expected that this will facilitate further subdivision of existing lots previously considered too small to treat and dispose of wastewater on site (Colac Otway Shire Rural Living Strategy 2011).

A brief case study of the township of Malmesbury located within the Macedon Ranges Shire has been conducted to analyse how connection to reticulated sewerage affects residential demand. 2011 ABS Census Data indicates that the Malmesbury Urban Locality had a population of 645 people (ABS enumerated population) and 272 dwellings in 2011.





Figure 5: Malsbury Urban Locality (ABS 2011)

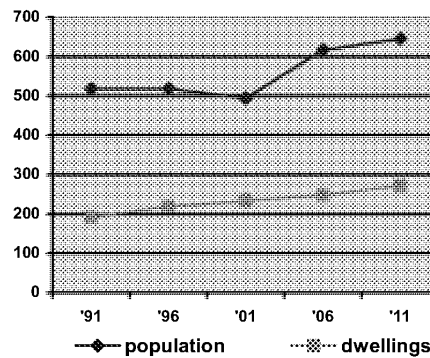


In 1998, Malsbury, located approximately 90 kilometres north west of Melbourne (located on the Calder Freeway and Melbourne – Bendigo Regional Rail link) was connected to reticulated sewerage. In order to ascertain any impacts associated with this physical infrastructure change it is necessary to examine the township's population and dwelling statistics over time.

Table 19: Malsbury's Population and Dwellings over Time (2011 ABS Enumerated population and Towns in Time, DPCD)

| Year | Population | Dwellings | P.a growth in dwellings |
|------|------------|-----------|-------------------------|
| 1991 | 518        | 192       |                         |
| 1996 | 514        | 219       | 5.4                     |
| 2001 | 494        | 234       | 3                       |
| 2006 | 616        | 248       | 2.8                     |
| 2011 | 645        | 272       | 4.8                     |

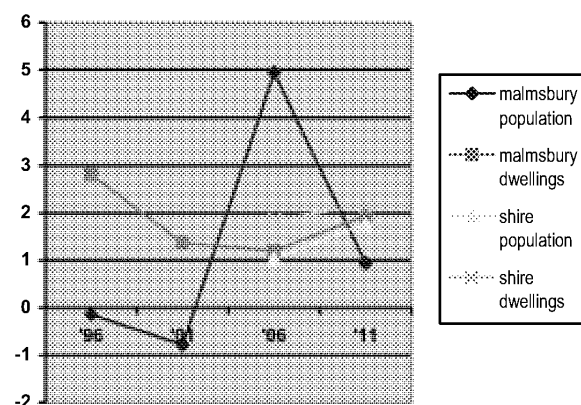
Figure 6: Population and dwelling numbers in Malsbury



According to the above data there was a spike in Malsbury's population between 2001 and 2006 that could potentially be attributed to the provision of reticulated sewer. However, dwelling numbers in that period did not increase as rapidly and the growth in dwellings numbers has been relatively consistent from 1991 to 2011.

A comparison of the township growth rates against the Shire's will assess if there was a similar rate across the Shire and therefore growth cannot be attributed to reticulated sewerage provision. As shown in Figure 7 the spike in population growth between 2001 and 2006 appears to be specific to Malsbury. However, given the relatively consistent rates of growth in dwelling numbers between the overall Shire and the township, the results are considered inconclusive.

Figure 7: Population and dwelling growth rates per annum



#### 4.6 forecast residential land demand

Given that there are a number of variables that could affect Birregurra's population growth over the next 15 to 20 years it is useful to examine a range of scenarios to forecast future dwelling requirements for the township. Such scenarios are necessarily forward thinking and take into account the potential for increased demand as a result of Birregurra's attractive rural lifestyle qualities and the potential effect of physical infrastructure improvements. These scenarios are examined below.

##### scenario 1 -- doubling of historic growth rates

This scenario assumes that historic growth rates of dwelling approvals will double to 9 dwellings per year as a result of the physical infrastructure changes (reticulated sewer, highway and rail improvements) anticipated to occur in Birregurra. This is considered the most probable scenario.

##### scenario 2 -- medium growth scenario

The medium growth scenario is based upon an increase in dwelling approvals to 15 per year (an increase of 10.5 dwelling approvals per year on average).

##### scenario 3 -- high growth scenario

The high growth scenario is based upon an increase in dwelling approvals to 21 dwellings per year (an increase of 16.5 dwellings per year on average). This scenario assumes that the township of Birregurra will accommodate all of the projected growth for the Colac-Otway North SLA to 2031 based on the VIF 2012 forecast.

Table 20: Forecast Residential Demand Scenarios and Available Land Supply Birregurra

|                                   | Current growth rates | Doubling of historic growth rates | Medium growth scenario | High growth scenario |
|-----------------------------------|----------------------|-----------------------------------|------------------------|----------------------|
| Dwellings per year                | 5 dw                 | 9 dw                              | 15 dw                  | 21 dw                |
| No. of dwellings required to 2031 | 100                  | 180                               | 300                    | 420                  |
| Available supply in years         | 39.6 - 64 years      | 22 – 35 years                     | 13 – 21 years          | 9 – 15 years         |

- Based on historical trends, new dwelling approvals within Birregurra have averaged around 4 - 5 dwellings per year. It is likely that this rate of growth will rise given the physical infrastructure improvements anticipated in the township.

- As the historic growth rate is expected to rise, this assessment examines low, medium and high growth scenarios ranging from 9 to 21 new dwellings being required per year over the next 20 years.
- The potential supply of new dwellings in Birregurra is estimated to range from 198 to 320 dwellings depending on the take-up of medium density development opportunities and assuming that 75% of vacant lots and 25% of developed lots will be developed.
- Based on the estimated minimum supply of 198 dwellings demand will be met for between 9 to 39 years.

#### 4.7 conclusion

- Birregurra is recognised as a small rural settlement with modest growth capacity by State and Local policy.
- The State Planning Policy Framework states that planning authorities should plan to accommodate projected population growth over at least a 15 year period, albeit this is on a municipal basis.
- The Birregurra Neighbourhood Character Study has been prepared in anticipation of the township being connected to reticulated sewerage. That document recommends minimum lot sizes for various Character Areas in the township, which have been used in this assessment to estimate potential supply of new dwellings.
- The maximum potential supply of new dwellings from existing vacant lots and lots developed with dwellings is between 401 and 678 new dwellings based on recommended minimum lot sizes for single dwellings and medium density dwellings respectively. Of these, there are 107 vacant lots that are immediately available for development and can be developed in the short to medium term.
- The potential likelihood of these dwellings being developed is variable and has been taken into consideration when determining the future potential supply. It has been assumed that vacant land is easier to develop and thus this assessment assumes that 75% of vacant lots will be developed and 25% of existing lots with dwellings.
- Depending on the amount of dwellings that are developed as medium density dwellings, there is potential supply ranging from approximately 198 to 320 new dwellings within the township. Of these, 17.5 dwellings are estimated to be available in the Low Density Residential Zone.
- Based on historic trends there is an estimated average annual demand for around 4 to 5 new dwellings per year. If this trend continues, over a 20 year period, this equates to demand for between 80 and 100 new dwellings.
- Future growth of Birregurra is likely to be positively influenced by improvements to infrastructure, including reticulated sewerage and rail and road links. The degree to which these physical changes will influence growth is unknown. Three scenarios have been used to model a range of potential forecasts for future dwelling requirements. Such forecasts are based on historic growth rates and the potential effect of physical infrastructure improvements.
- With the doubling of historic growth rates, there is estimated demand for around 9 dwellings per year and the need for 180 new dwellings to 2031.
- More optimistic scenarios for the township see the rate of growth increasing to 15 and 21 dwellings per year. This equates to the need for 300 and 420 new dwellings to 2031.

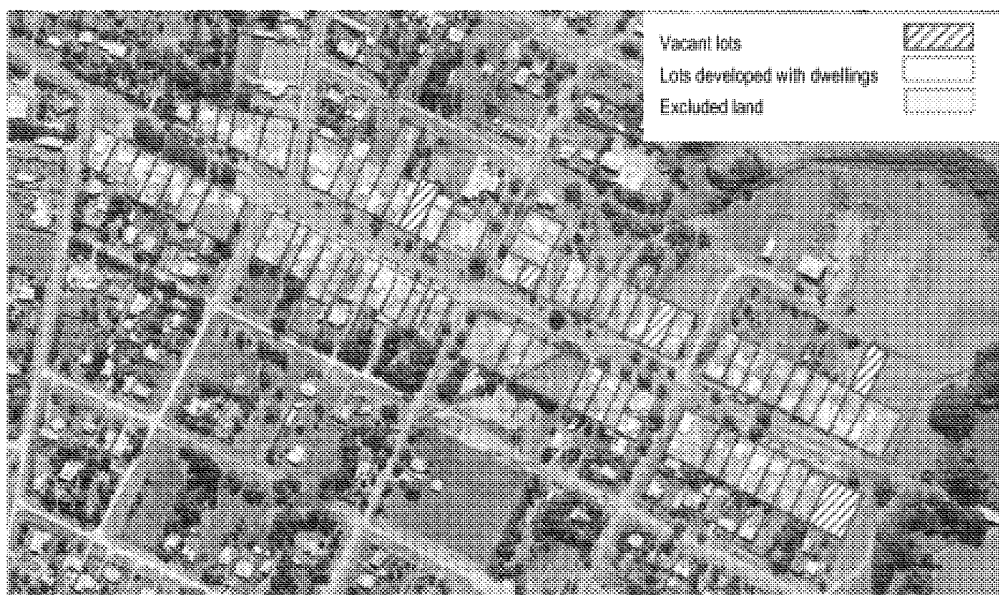
- Should Birregurra's current growth rates continue, there is a potential future dwelling supply ranging from 39 to 64 years supply.
- Should the current growth rates double, there is a potential future dwelling supply ranging from 22 to 35 years supply.
- If the high growth scenario eventuates, there is potential of at least 9 to 15 years supply of new dwellings available within the current boundaries of the township.

#### 4.8 recommendations

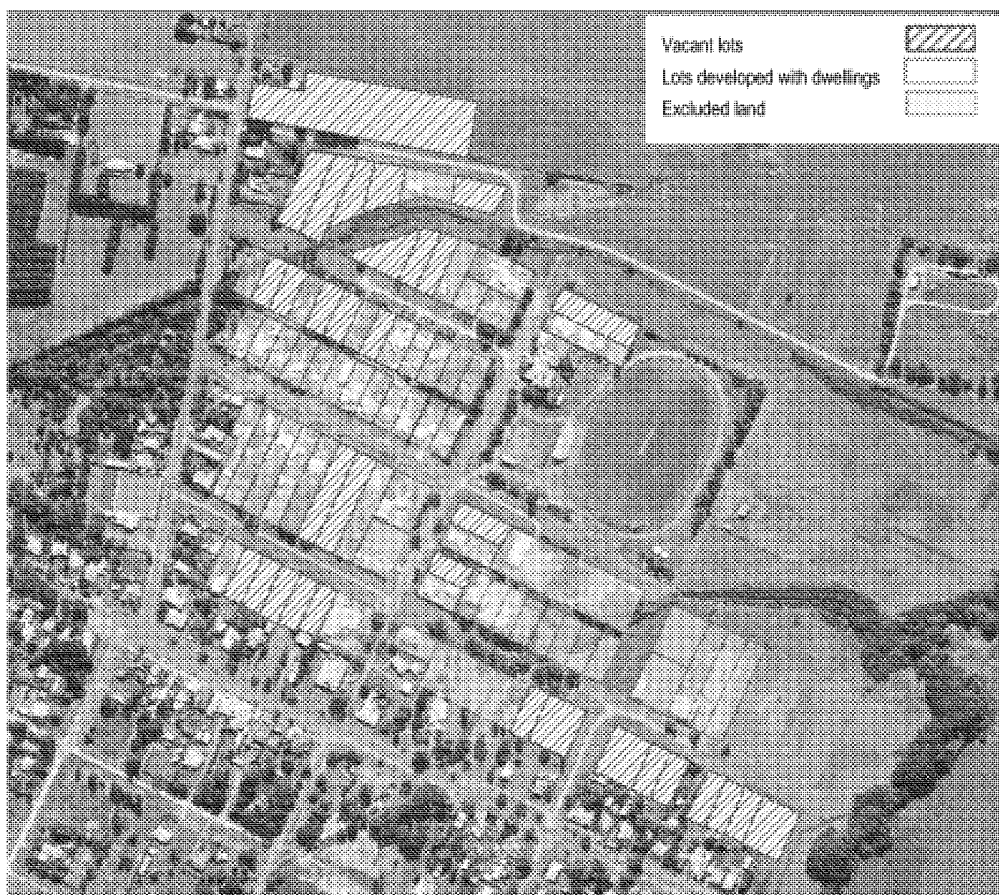
- Given the potential available dwelling supply within Birregurra, historic growth rates and the unknown potential arising from reticulated sewerage provision it is considered that there is no current need for additional residential land to be provided.
- However, Council should monitor dwellings approvals and house and vacant land sales over the next 3 years as the sewerage system is rolled out. This will enable Council to ascertain what impacts reticulated sewerage provision has on residential demand in Birregurra.
- It would therefore be beneficial for the Birregurra Structure Plan to identify preferred areas of residential expansion should the need arise in the future.



Character Area A



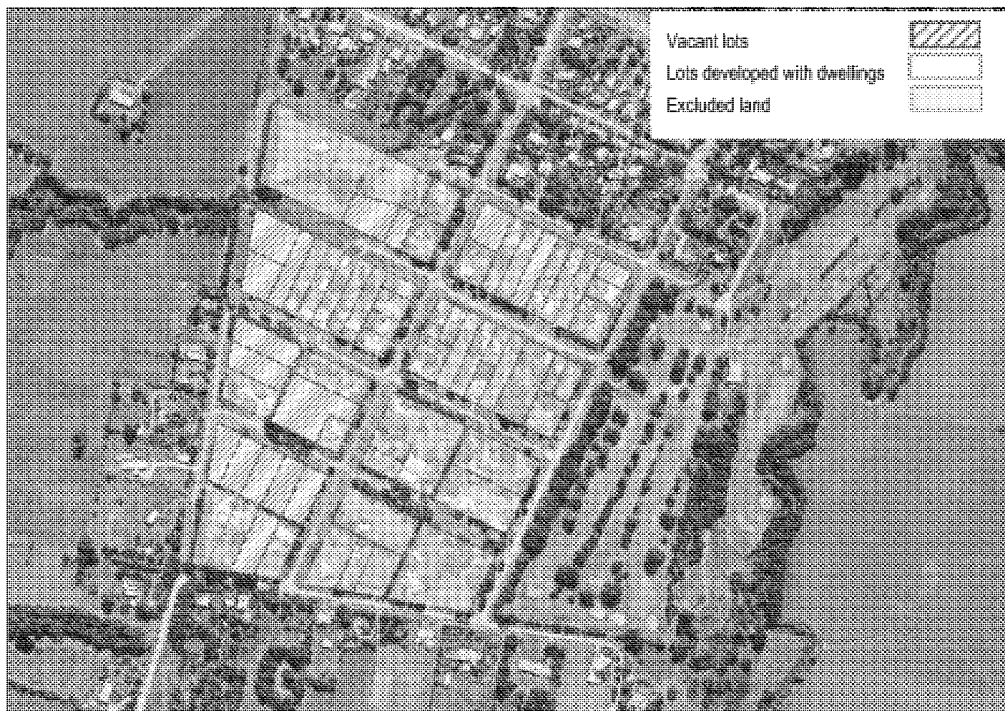
Character Area B



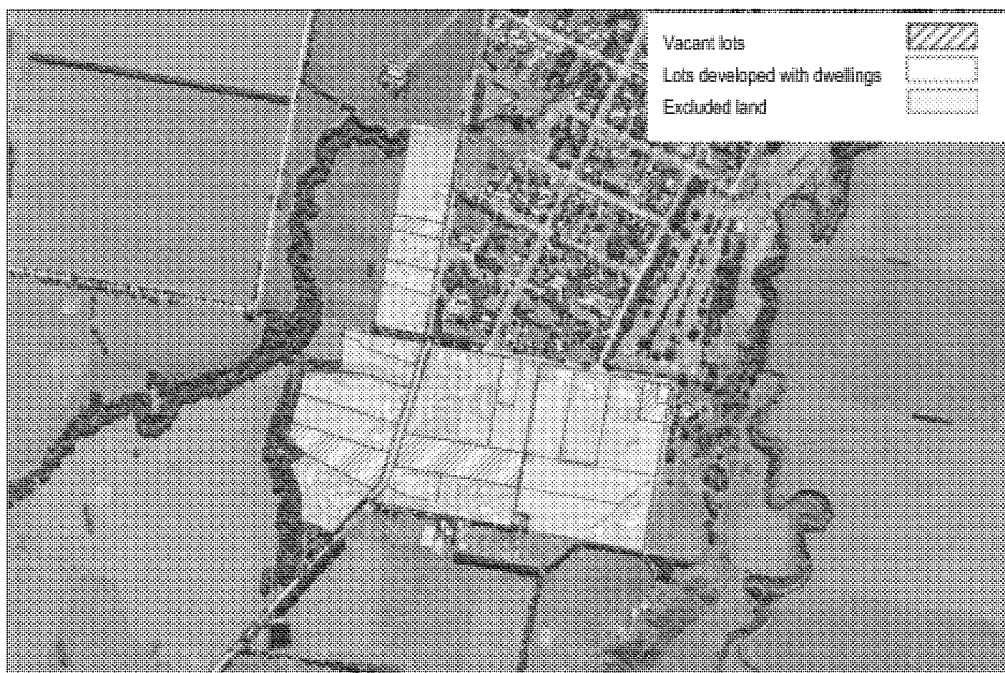
Character Area C



Character Area D



Low Density Residential Area



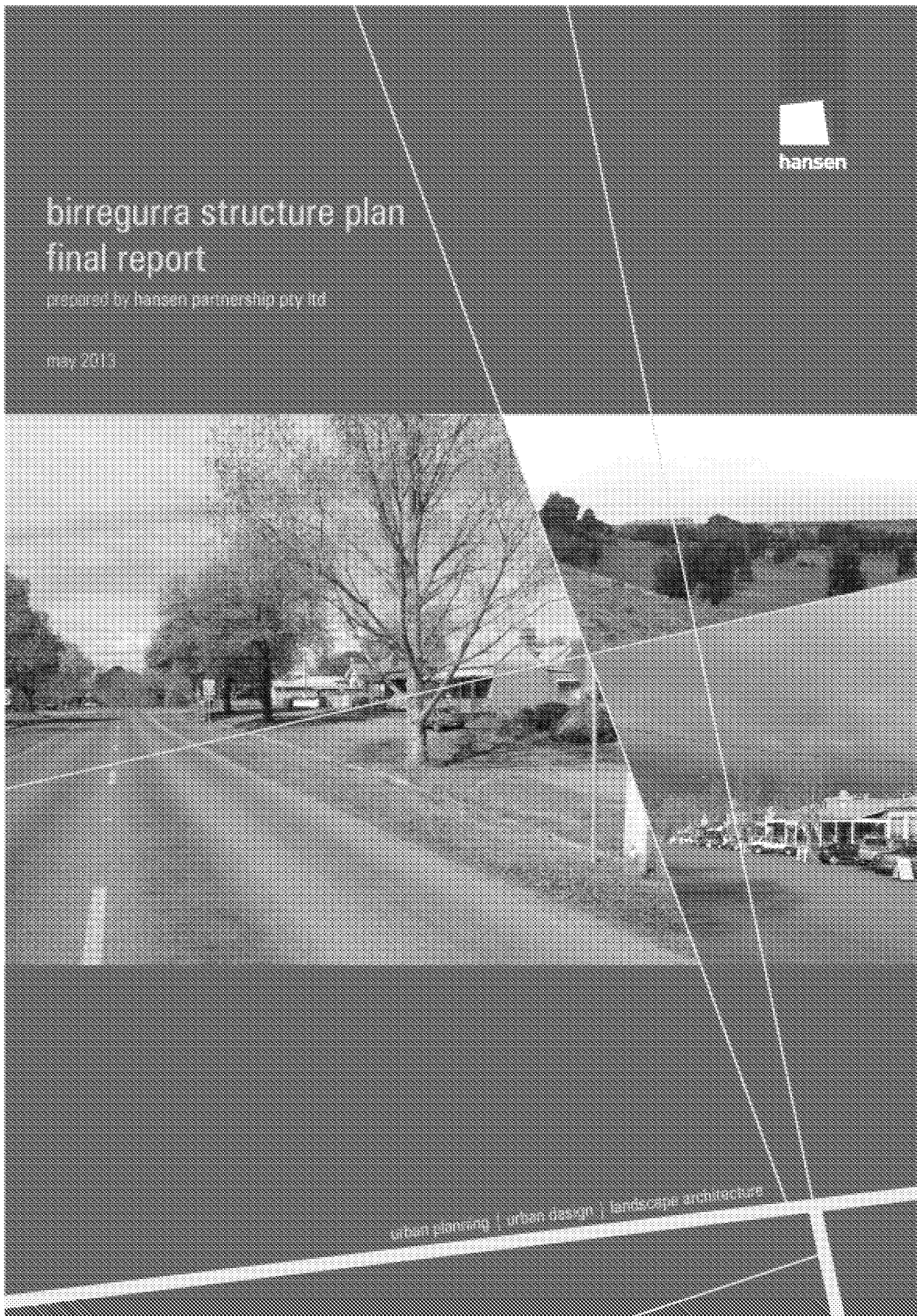
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## acknowledgements

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The members of the Birregurra Structure Plan Steering Committee are thanked for their considerable contribution and guidance:

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- Doug McNeill, Manager Planning and Building Colac Otway Shire
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- Gemma Browning, Strategic Planner Colac Otway Shire
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- ✕ Phillip Kennon
- ✕ Christine West

### project team

- ✕ Hansen Partnership
  - ✕ David Barnes: Project Director and Urban Planner
  - ✕ Suzannah Bigolin: Project Manager and Urban Planner

### community reference group

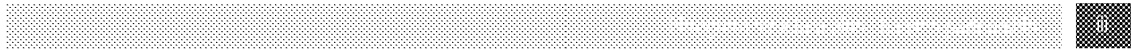
Members of the Birregurra Structure Plan Community Reference Group are thanked for their time and contribution to the project as well as their valuable township insights.

- Gary Battye
- Fiona Brandscheid
- Ian Court
- Paul Dewry
- Geoff Downard
- Peter Falkiner
- Ian Fox



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## 1 introduction

### 1.1 background

The Birregurra Structure Plan is the key strategic planning document that will assist in the management and monitoring of growth and development in the township of Birregurra. Colac Otway Shire Council engaged *Hansen Partnership*, a planning, urban design and landscape architecture consultancy, to work with key stakeholders and the community to prepare a structure plan for the town.

Birregurra is a small rural township located in the heart of the Colac Otway Shire. The town is relatively compact and has a strong focus on a traditional Main Street, which accommodates a range of small local commercial and community uses. Birregurra is relatively self-contained in relation to local community facilities with a primary school, churches, public hall, recreation reserve, train station and other well established community assets.

The town has recently been connected to reticulated sewerage, and along with road and rail improvements to Geelong, it is expected that an increased demand for residential development may occur in the future. At the same time the community sees it as important to ensure that an appropriate 'fit' exists between the existing character of the town and new development, in order to retain the valued qualities of Birregurra.

The Birregurra Structure Plan seeks to balance these competing objectives by critically examining potential residential land supply and demand, reviewing opportunities and constraints to urban development in the town, examining the role the town plays in the wider region, and through engagement with Birregurra's highly interested and active community.

### 1.2 draft structure plan 2010

The Birregurra Structure Plan project was originally commenced by *CPG Planning Consultants* in 2010. A draft structure plan report was prepared and placed on public exhibition that year.

There was considerable community feedback to the 2010 draft Structure Plan, particularly in relation to the possible expansion of the urban boundary of the town. As a consequence, the 2010 draft plan was not adopted by Council. Council resolved to prepare a neighbourhood character study to assist in identifying the potential to accommodate additional residential infill development within the existing urban boundaries of Birregurra. That project was undertaken by *Hansen Partnership* and has now been completed. *Hansen Partnership* was also engaged to finalise the Structure Plan based on the work commenced by *CPG Planning Consultants* and having regard to the findings of the *Birregurra Neighbourhood Character Study, 2012* and further consultation with the community. The draft Structure Plan and background documentation prepared by *CPG Planning Consultants* has been used, where relevant, in the preparation of this Structure Plan.

Additional matters addressed in this Structure Plan include:

- ✧ An update of State, regional and local policy context.
- ✧ A more detailed residential land supply and demand analysis.
- ✧ A consideration of retail needs.
- ✧ Consideration of infrastructure planning and design principles, particularly in relation to roads and drainage.

## 1.4 what is a structure plan

A structure plan is a strategic planning document that aims to give effect to the policies and objectives set out for the use and development of land in the State Planning Policy Framework. It also seeks to provide effectively for changing community needs. Structure plans provide the framework for the long term development of a place by defining the preferred direction of future growth and by articulating how change will be managed.

Structure plans guide the major changes to land use, built form, access and movement networks, and public spaces that together can achieve environmental, social and economic outcomes for a place.

A coordinated and holistic plan allows a wide range of stakeholders, service authorities, State Government departments and internal Colac Otway Shire departments to all 'read from the same page' when considering development in Birregurra. This produces a coherent outcome and certainty for residents, developers and Council (as the Responsible Authority). A structure plan also provides the framework for statutory planning controls that can be implemented through the Colac Otway Planning Scheme.

Structure plans are informed by extensive public consultation and discussion. While not everyone may agree with every aspect of the plan, it should generally reflect broad community values.

## 1.5 purpose

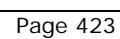
The purpose of the Birregurra Structure Plan is to:

- ✧ Guide land use and development in a coordinated manner over the next 20 years.
- ✧ Provide a long term vision and greater certainty for all stakeholders regarding Birregurra's preferred future.
- ✧ Provide direction relating to management of Birregurra's sense of place, character and identity following connection of the township to the reticulated sewerage network.
- ✧ Establish clear policy directions and important land use and development outcomes related to Birregurra's future settlement patterns, economic development, built form and heritage, natural environment and landscape, and access and movement networks.

## 1.6 land affected

The study area for the Birregurra Structure Plan focuses on the existing township boundary (see Figure 1), which includes:

- ✧ Land within the Township Zone and Low Density Residential Zone.
- ✧ The golf course and other recreation facilities within the township.
- ✧ The railway station and land within the Industrial 1 Zone to the north of the town on Roadknight Street.



## 1.7 how the plan will be used

The Birregurra Structure Plan will be used to:

- Introduce new planning policies, and zone and overlay controls into the Colac Otway Planning Scheme.
- Guide planning decision-making, including assessment of planning permit applications for development, subdivision and land use, and requests for planning scheme amendments to rezone land.
- Guide non-statutory initiatives, arrangements or partnerships to assist in realising potential future opportunities within the township.
- Assist the community to understand how Birregurra is likely to change in the future.
- Assist community and sporting groups to prioritise future work, seek funding for projects and make long term plans.
- Provide certainty to landowners and / or developers about the future potential of their land and the matters that will be considered by Council in assessing land use and development applications.
- Provide certainty to business operators about opportunities for development and growth in regard to Birregurra's future direction.
- Inform Council's capital works program, including funding needs for recreation, community and health facilities and programs.
- Inform community services groups and physical infrastructure authorities, including Barwon Water, of future growth and the implications of this on forward infrastructure planning and service provision.



## 2 regional role and context

Birregurra's regional role is influenced by its location between Colac and Geelong and within the Geelong G21 Region, which includes the municipalities of Greater Geelong, Colac Otway, Surf Coast, Queenscliffe and Golden Plains.

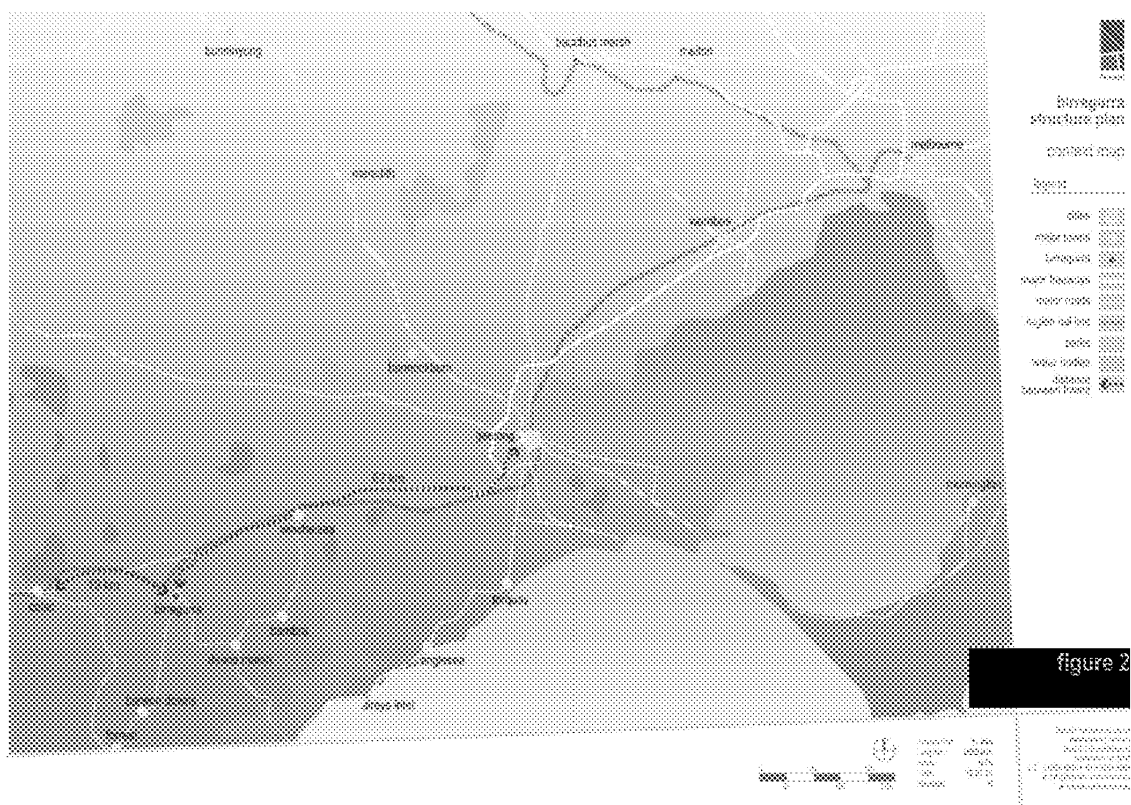
Within the region, Geelong is identified as a 'Regional City', where urban growth is to be directed (Clause 11.05 of the State Planning Policy Framework and the G21 Regional Growth Plan, 2012).

The G21 Regional Growth Plan designates Colac as a 'district town' that provides food production activity and services to settlements within the rural hinterland, including the Otways and Great Ocean Road, and acts as a gateway to the Great South Coast. This aligns with the identification of Colac as a Regional Centre for residential, service and manufacturing industry, retail, office services, recreation and education facilities in the Planning Scheme. Colac is the Shire's main growth node with a target population of 20,000 people by 2050, which is significantly higher than its current population. Growth in Colac is recognised as being essential to ensuring the Centre fulfils

its regional role and continues to provide a range of services to surrounding areas.

With a population of 475 people, Birregurra currently functions as a small rural settlement with a strong identity and sense of place. The heritage and character elements that define the identity of the town, which include wide rural roads, a main street, large vegetated lots, and open views to the surrounding rural hinterland, are important in maintaining a rural feel to the town in the future.

Growth in Birregurra has historically been slow despite the township being recognised as one of the least constrained settlements in the Shire. Whilst Birregurra is not specifically targeted for growth, the *Colac Shire Rural Living Strategy, 2011* identifies the town as having moderate potential for future growth. According to the Municipal Strategic Statement, future development of townships such as Birregurra should proceed in a manner that contributes to the economic development of the towns, acknowledges and responds to environmental constraints, and protects the broader landscapes within which the townships are located



### 3 community consultation

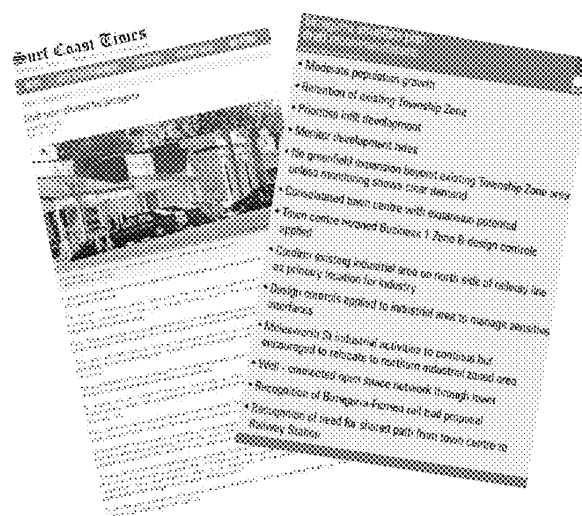
In a town with such a small population, it is vital that the values of the community are heard and included in the planning process. The community is the heart and soul of a small town and has an intimate understanding of the town, its values and opportunities and constraints to growth.

Whilst consultation was undertaken during 2010 as part of the original structure plan process, additional consultation has been undertaken through the preparation of more recent projects, including the Neighbourhood Character Study and the Community Infrastructure Plan.

A Community Reference Group (CRG) was established to guide the preparation of this Structure Plan. Throughout the project, a number of CRG meetings were held at key stages, which provided an opportunity for the community to actively participate in the generation of the future direction for Birregurra. Additionally, an open public meeting was held in November 2012, which included presentation of initial residential land supply and demand findings and recommendations for the Structure Plan.

Public exhibition of the draft Structure Plan took place between March and April 2013. This included a street stall display in front of the General Store on 13 April 2013, which provided the community an opportunity to ask questions and find out about the key recommendations of the draft report.

The resulting feedback from all consultation sessions and written submissions has shaped the vision and objectives of this Structure Plan and is summarised in the Background Report.



## 4 the vision

A vision statement has been prepared for Birregurra. The vision seeks to encapsulate the needs and aspirations of the community and other stakeholders, as well as the outcomes sought in this Structure Plan.

The vision states a preferred future for Birregurra and provides direction as to how this will be achieved. The vision provides directions to achieve the preferred type and function of future urban form, and identifies infrastructure items that will meet a wider regional need.

The vision is derived from the Draft Birregurra Structure Plan (CPG, 2010), but has been modified to reflect the community consultation that has been undertaken since that report was prepared.

### VISION

*Birregurra is a small town offering a village lifestyle in an attractive rural setting to its diverse, creative and active community, which includes young families, couples, single people and older people.*

*The town has a relatively compact urban form based on an attractive and connected network of grid streets and open space links, and sits discretely within its rural surrounds.*

*Housing opportunities provide a range of choices that meet the varied needs of residents, including smaller dwellings closer to Main Street which allow people to retire and age in place. Housing is generally characterised by single storey dwellings on relatively generous lots with large gardens, creating a vegetated setting for houses consistent with the traditional character of the town. The size of lots and the amount of landscaping increases, and the intensity of development and potential for resubdivision decreases, moving up the hill to the south of town.*

*Birregurra's historic past is celebrated through its heritage buildings, main street, public art and provision of heritage information. The sense of township identity is in part defined by these elements and by the strong sense of community that is established through the range of community and recreation opportunities in the town.*

*Birregurra contains a consolidated commercial town core and community node that provides retail, community and health services that cater for residents' local needs and provides support to surrounding farming areas.*

*Tourism in Birregurra continues to grow with a range of accommodation, hospitality and other activities emerging to cater for this market.*



## 5 key elements of the structure plan

The Birregurra Structure Plan establishes the key directions that will shape the growth and development of the town over the next 20 years. The Plan specifically provides guidance on the township's future land use, built form, movement, environmental and open space networks.

Birregurra has recently been connected to reticulated sewerage, and along with road and rail improvements to Geelong, it is expected that an increased demand for residential development may occur in the future. The extent and rate at which this additional growth may occur is uncertain. Preserving Birregurra's valued rural township character and natural setting, whilst allowing for and guiding modest potential future growth, is therefore a key element of the Plan. However, the Plan does not establish detailed directions for the protection of the character of the township. That has been completed in the *Birregurra Neighbourhood Character Study, 2012*.

Birregurra will continue to function as a small rural township with a commercial centre that will cater for the needs of local residents and tourists to the area. In light of modest residential growth, the role of the commercial area is likely to expand incrementally overtime, however non-essential shopping will continue to be undertaken at larger regional centres such as Colac and Geelong. Tourism, health, retail and related services will continue to perform a key role in providing local employment, as will anticipated growth in service based industry which may expand over time to respond to the needs of the population.

Birregurra's character, combined with heritage elements and geographical location proximate to the coast and Colac, create the ingredients for the town to expand its role as a tourist destination. Broadening the range of tourist accommodation and activities is an important part of this role, including potential expansion into temporary accommodation such as camping and caravan sites to meet the changing dynamics of the tourist market.

On this basis, the key elements of the Structure Plan are:

- Moderate population growth and demand for additional residential development over the next 20 years.
- Existing urban boundary of the town to be retained to maintain Birregurra as a compact rural town catering for modest growth relative to its current size.
- Infill development within the boundaries of the existing Township Zone to be given priority and to be strongly encouraged, to make efficient use of existing larger lots now that reticulated sewerage has been provided and to avoid the need for urban expansion (i.e. rezoning), if possible.
- Rate of infill development to be monitored over the next 3 to 5 years to make sure that the substantial infill development opportunities that exist are being realised.
- No urban expansion onto greenfields land to be contemplated as part of any future review of the Structure Plan, unless a review identifies that infill development is not occurring at a sufficient rate to accommodate the demand for new housing.
- The town centre is to be consolidated and strengthened through opportunities to expand commercial uses within a contained retail area.
- Opportunity for an expanded community and health node provided for within the town centre, to cater for the growing and changing needs of the population.
- Existing industrial area to the north of town to be retained and recognised as the primary location for any industries that may seek to locate in Birregurra.
- Whilst allowing existing industrial and related uses in the Township Zone in the Molesworth Street area to continue to operate under existing use provisions, encourage their relocation to industrial zoned land to the north of town, if and when reinvestment in, or expansion of those uses is proposed. This allows the opportunity for infill residential development to occur in the longer term.



- Recognition of the strong tourism role of Birregurra and the opportunities this provides into the future, and the importance of retaining and enhancing the heritage and character qualities of the town in order to realise the tourism opportunities that exist.
- ◀ Establishment of a connected open space network.
- ◀ Support for planned improvements to the Birregurra Recreation Reserve and club facilities.
- ◀ Opportunities to increase pedestrian activity through improved movement networks and pedestrian amenity.

The Structure Plan is illustrated in Figure 3.

A description of the key elements of the Structure Plan and the objectives and strategies required to realise them is described in the following sections of this report.



## 7 settlement

### 7.1 population

Birregurra is a small rural town with modest potential for future residential growth. The advent of reticulated sewer, road and rail improvements to Geelong, and increased pressures for tourism and residential lifestyle opportunities ('tree change') are likely to be key drivers of growth in the future.

The degree to which these factors will influence development in Birregurra is uncertain and the rate of population growth and residential development will need to be monitored over time to identify ongoing trends.

At the time of the 2011 ABS census the population of Birregurra was 475 people (based on place of enumeration). The following table provides population scenarios for the next 20 years based on the residential demand assessment undertaken and presented in the Background Report for this project.

|                                    | Current<br>growth rates | Scenario 1<br>(low<br>growth) | Scenario 2<br>(medium<br>growth) | Scenario 3<br>(high<br>growth) |
|------------------------------------|-------------------------|-------------------------------|----------------------------------|--------------------------------|
| 2031 total<br>persons              | 683                     | 845                           | 1,087                            | 1,329                          |
| additional people<br>(2011 – 2031) | 208                     | 370                           | 612                              | 854                            |

As can be seen from the above table, the increase in population expected to occur over the next 20 years varies from 208 people to 854 people. Scenario 1 assumes a doubling of the past dwelling approval rates (from a low 4 to 5 new dwellings a year, to 9 dwellings a year). This is considered to form the basis for the minimum level of population increase likely to occur. Scenarios 2 and 3 are based on annual new dwelling construction rates of 15 and 21 dwellings a year.

### 7.2 housing

There are presently some 239 dwellings in Birregurra, both in the Township Zone and the Low Density Residential Zone (as of 2011). Existing lot sizes in the Township Zone are generally larger than more typical urban areas (ranging from 2,000 to 3,000sqm). The urban structure of Birregurra is based on a traditional grid layout comprising rectangular lots and rectilinear block patterns. Lots within the town all have at least one road frontage, with some comprising two road frontages.

#### supply and demand

The following table identifies the expected number of new dwellings in Birregurra over the next 20 years. As shown, it is forecast that a demand for between 180 and 420 new dwellings could exist.

|                                     | scenario 1 | scenario 2 | scenario 3 |
|-------------------------------------|------------|------------|------------|
| 2031 total dwellings                | 419        | 539        | 659        |
| additional dwellings<br>(2011-2031) | 180        | 300        | 420        |
| additional dwellings<br>per year    | 9          | 15         | 21         |

The supply and demand assessment presented in the Background Report identified the following:

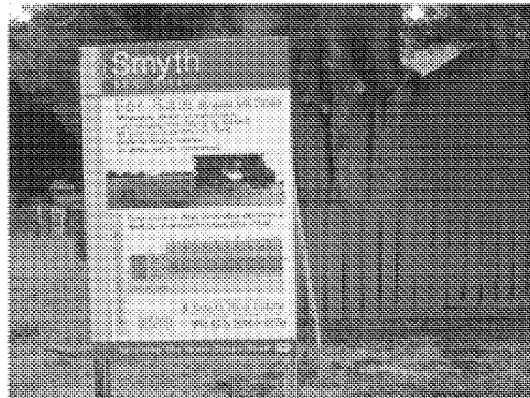
- That there are presently 107 vacant lots in Birregurra.
- The theoretical number of new dwellings that could be established in Birregurra, both on existing vacant lots and lots occupied by dwellings that may be further subdivided, is between 401 and 678. This is based on the recommended minimum lot sizes for single dwellings and medium density dwellings in the *Birregurra Neighbourhood Character Study*.
- Given the difficulty of further subdividing lots with existing houses, and the fact many vacant lots may not actually 'come onto the market', a more realistic estimate of the potential for new dwellings within existing zone boundaries is between 198 to 320 new dwellings. Of these, around 17 are in the Low Density

Residential Zone, the remainder being within the Township Zone.

- Based on historic trends there is an estimated average annual demand for around 4 to 5 new dwellings per year. If that trend continues over a 20 year period it equates to demand for between 80 and 100 new dwellings.
- If that rate doubles (Scenario 1), there would be an estimated demand for around 9 dwellings per year and a need for 180 new dwellings to 2031.
- More optimistic scenarios (i.e. Scenarios 2 and 3 - 15 and 21 dwellings per year respectively) would see the need for between 300 to 420 new dwellings to 2031.

Given the significant potential for infill development (between 180 to 320 new dwellings) within current zone boundaries, it is considered that priority should be given to encouraging infill development and avoiding the rezoning of farmland around Birregurra for urban expansion purposes. However, given the uncertainty of the rate of infill development that will occur in the future, it is recommended that Council monitors dwelling approvals and house and vacant land sales over the next 3 to 5 years, to enable it to ascertain what impacts reticulated sewerage provision will have on residential demand.

Anecdotal evidence from other recently sewered towns such as Bannockburn in the Golden Plains Shire, have revealed that infill development post sewer generally takes longer to develop than available greenfield land. This is due to the relative ease of subdividing, developing and bringing to market larger consolidated parcels versus relying on the inclinations of individual owners to subdivide and sell single parcels. Notwithstanding this, in order to preserve Birregurra's rural town character, as well as address the aspirations of the community, no additional residential land is proposed to be included in the township boundary at this time.



### **7.3 rectifying errors and anomalies**

A number of zoning errors and anomalies have been identified through preparation of this Structure Plan which will be rectified via the structure planning process.



#### 7.4 investigation areas for potential residential expansion

Despite the priority given to infill development within existing zone boundaries, it is appropriate for this Structure Plan to consider and identify possible preferred areas for residential expansion. This is required to preserve Birregurra's long term planning options, so that development / subdivision does not occur on such land in the interim, whilst it remains in a Farming Zone, which could prejudice the future long term growth of Birregurra.

Whilst it is important for such areas to be discussed in the Structure Plan 'report', it is not considered appropriate to identify them on the structure plan itself, so as not to raise expectations about their potential to be rezoned for urban expansion within the timeframe of this Structure Plan. The formal designation of future residential growth areas is considered beyond the planning horizon of this Plan.

Given the constraints posed by the Barwon River and its floodplain to the east of town, and the topography / escarpment to the south, options for future urban expansion are limited to the north and west.

Three areas have been identified for consideration in the future, if and when the need for urban expansion is confirmed (see Figure 4).

Land to the west of the town, along Warncoort-Birregurra Road, has not been considered due to the potential impact of urban expansion on the visual amenity of this important western entry to the town.

##### area 1

- West of Roadknight Street, either side of Kettle Lane and north of Atkin Creek.
- ✧ The area is approximately 9 ha (excluding land along Roadknight Street that is developed with existing dwellings).
- ✧ The area provides a logical extension to the township to the north-west. It also integrates the Railway Station with the existing urban fabric of the township.

- ✧ A scattering of existing houses and the vegetation pattern presently existing along Roadknight Street, between the existing boundary of the Township Zone and the railway line, already give the appearance that this area is part of the township. It is noted that the draft Structure Plan report (CPG, 2010) included this area within the designated township boundary.
- ✧ The Atkin Creek and associated floodplain could be utilised for environmental and passive open space purposes.
- ✧ There are plans for a shared pedestrian / bicycle path along the west side of Roadknight Street to connect the Railway Station with Main Street.

##### area 2

- ✧ Area 2 is east of Roadknight Street and south of the railway line.
- ✧ The investigation area is approximately 11 ha.
- ✧ The area provides a logical extension to the township. It also integrates the Railway Station with the existing urban fabric of the township.
- ✧ The area appears low lying, is less vegetated and is more open to views from Roadknight Street than Area 1 to the west. It is also considered to have lower amenity than other potential areas due to the proximity to the municipal transfer station.

##### area 3

- ✧ Area 3 is west of Ennis Street.
- ✧ The area is approximately 12 ha in size.
- ✧ The area would have little visual impact on main road approaches to the town if developed.
- ✧ It could also be integrated into the existing street grid network through westerly extension of Ennis Street.
- ✧ Physical boundaries also define the possible extent of the area, being a road to the north and west, and an unnamed waterway to the south.

## 7.6 objectives

- To maintain Birregurra as a small rural township with modest growth potential.
- To manage growth and development in Birregurra in a coordinated and sustainable manner that ensures Birregurra retains its rural township character.
- To encourage infill development on vacant lots within the settlement boundary.
- To support further subdivision of larger developed lots within the existing township boundary.

## 7.7 strategies

- Contain urban development within the existing defined township boundary.
- Encourage sensitive infill development as the priority for accommodating growth within Birregurra, in particular support the development of dwellings to the second street frontage where existing lots have two street frontages.
- Support subdivision of land and multi-unit development in the Township Zone consistent with the minimum lot sizes recommended in the *Birregurra Neighbourhood Character Study, 2012* as follows:

| Preferred Character area | Min. lot size Single dwelling | Min. lot size Multi unit dev. |
|--------------------------|-------------------------------|-------------------------------|
| A                        | 1,000sqm                      | 500sqm                        |
| B                        | 700sqm                        | 500sqm                        |
| C                        | 1,000sqm                      | 600sqm                        |
| D                        | 1,000sqm                      | discouraged                   |
| E (LDRZ)                 | 4,000sqm                      | -                             |

Refer Figure 5 for character area identification

- Wherever possible, existing laneways and / or roads should be used as a means to provide access to subdivisions in preference to the development of battleaxe block configurations.
- Apply the following decision guidelines to a proposal to create a battleaxe allotment where the 'handle' of the lot provides vehicle access:

- The availability of alternative access to the new allotments i.e. whether or not there is a made or unmade road reserve adjoining the site.
- The ease of access for emergency vehicles.
- The length, layout, width and design of driveways and whether these will have a negative impact on the informal rural township character of Birregurra.
- Avoid the creation of battleaxe lots for service provision (i.e. where the 'handle' is used for services such as water, sewerage or drainage to a road other than the road the lot fronts), where this raises the potential for ongoing property maintenance issues, or detracts from the character of the area.
- Rezone the skate park land from a Township Zone to Public Park and Recreation Zone to reflect that actual land use of the site.
- Rezone non-railway land contained in the Public Use Zone to the Farming Zone, to reflect actual land use.
- Monitor the rate of infill development over the next 3 to 5 years to make sure that the substantial infill development opportunities that exist, are being realised.
- No urban expansion onto greenfield land is to be contemplated as part of any future review of the Structure Plan, unless a review identifies that infill development is not occurring at a sufficient rate to accommodate the demand for new housing.
- If or when a need is identified for urban expansion, the following principles should be applied in identifying and assessing potential areas for future rezoning:
  - The land is contiguous to the existing urban boundary and has the ability to be integrated into the existing grid road network to improve overall permeability and movement between new and older areas of town.
  - The land is located close to existing services and facilities (Railway Station, Primary School and Main Street).
  - The land is not constrained by slope or flooding / drainage issues.

- The location will have minimal or no visual impact on the appearance of main road entries into Birregurra.
- ✦ The need to avoid high quality agricultural land.
- ✦ The need to avoid impacts on significant vegetation.
- ✦ The site has clearly defined and defensible boundaries i.e. physical features such as roads, watercourses etc. that form a natural or a clearly defined boundary.
- ✦ The land is desirable for residential use.
- The land is not subject to high bushfire risk.
- Development of the land will provide for market choice.
- ✦ The area can be efficiently serviced by physical infrastructure with a preference for gravity sewer and gravity fed water supply systems in accordance with Barwon Water's servicing requirements.



## 8 housing choice, diversity and affordability

### 8.1 discussion

Proximate to the coast and Otway Ranges, and to major regional centres, Birregurra provides housing choice in an alternative, easily accessible and high quality rural lifestyle and tourist location. Currently the population profile of Birregurra is mixed, with a large number of older residents as well as young families. Modest population growth will increase the mix of people in Birregurra and will influence the type and style of housing required to meet their needs.

At present, housing stock is wholly single detached dwellings from a mix of eras and a mix of price points. Achieving diversity in housing, through the arrangement of lot sizes and housing types, will increase the mix of people living in the community. A mix of people will help enhance social capital and encourage more sustainable communities.

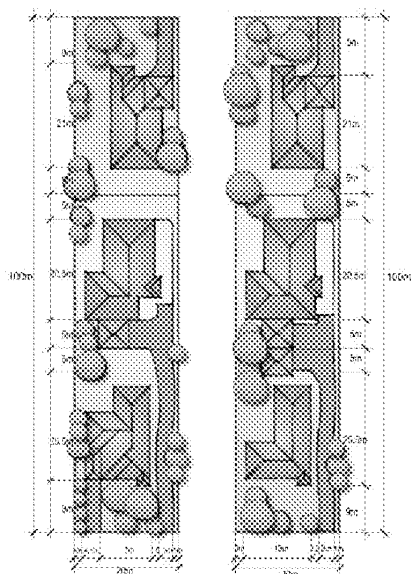
Housing diversity is particularly important for older people in the community who may seek alternatives to the traditional family home as they age. Being able to provide housing options, including smaller dwellings and units or retirement living, is very important to ensure that people can 'age in place' and remain a vital and important part of the community. This housing mix is also important for young families, first home owners and single and shared households.

### 8.2 objectives

- ✧ To encourage housing diversity and affordability.
- ✧ To encourage a mix of housing types and styles.
- ✧ To encourage a housing market that responds to the community's lifecycle needs.
- ✧ To encourage sustainable housing siting and design.

### 8.3 strategies

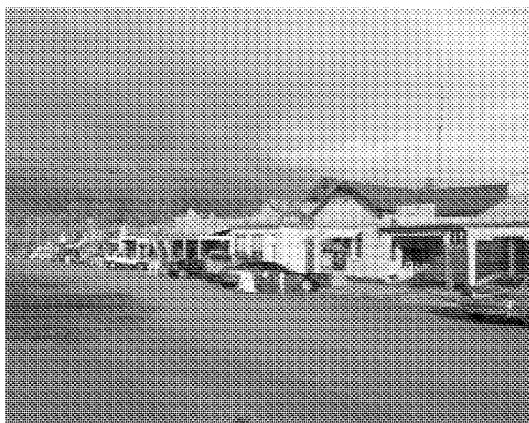
- ✧ Support multi-unit developments, medium density housing and retirement / aged care living in appropriate locations.
- ✧ Medium density housing to be encouraged at a scale, density and design that respects the preferred character of the town, in areas closest to the town centre, services and facilities, including in Preferred Character Areas A, B and C as identified in the *Birregurra Neighbourhood Character Study, 2011*.
- ✧ Retirement / aged care living should occur in proximity to the community and health node, and Main Street.



## 9 character and heritage

### 9.1 character

Birregurra's small rural town appeal is very much part of its unique character. A range of landscape character elements, buildings, materials, architectural styles and streetscape elements combine to create the existing informal rural township character of Birregurra. As development occurs and change takes place over time the character qualities of a town such as Birregurra may be jeopardised. As such, the Structure Plan seeks to preserve those elements of Birregurra which contribute to its valued rural township character, and ensure new development does not result in a loss of this character. Primarily this will occur through the implementation of the *Birregurra Neighbourhood Character Study, 2012*.



### 9.2 heritage

The heritage aspects of the town are very prominent in Birregurra, ranging from heritage houses to the historic Main Street, the timber mill and the Railway Station. The ability to retain and celebrate this heritage into the future is an important aspect of maintaining the sense of place and unique identity of Birregurra.

Recent work initiated by the community at the Birregurra Train Station is an example of the local value of the historic building stock and has re-invigorated the station as a key element of the tourist appeal of the town. The Heritage Walk provides a great opportunity to connect the heritage places in the town and tell the story of Birregurra to locals and visitors alike. Ongoing maintenance and further improvements to the Heritage Walk and interpretative signage is encouraged.

In Main Street, the historic nature of the town is represented not only in its building stock but in design features including ornate parapets, antique retailing, historic shop signage, the width of the street (to cater for bullock carts), horse watering areas and the use of heritage materials, colours and finishes. Use of heritage style lighting and signage could be sensitively incorporated into Main Street without impacting on authentic heritage elements.

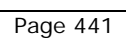
### 9.3 objectives

- ✧ To retain and enhance the informal rural township character of Birregurra.
- ✧ To ensure new development does not result in a loss of the rural township character of Birregurra.
- ✧ To retain and protect the township's significant and contributory heritage places.
- ✧ To articulate Birregurra's history in the public realm.

## 9.4 strategies

- Ensure all new development has regard to the preferred character area recommendations and guidelines contained in the *Birregurra Neighbourhood Character Study, 2012*.
- Retain low building heights throughout the township.
- Recognise the role that exotic vegetation, including street trees, plays in determining the character of the town.
- Maintain / encourage a dominance of landscape over built form in residential areas.
- Implement the recommendations of the *Birregurra Neighbourhood Character Study, 2012* by way of a planning scheme amendment.
- Develop guidelines for public realm and streetscape works to ensure the character of the township is a key consideration in decision-making relating to physical infrastructure.
- Retain the Heritage Overlay where it applies in the township and apply it to additional heritage places as appropriate.
- Ensure new development has regard to the Heritage Overlay and provides a sympathetic design response as appropriate.
- Encourage adaption and re-use of heritage buildings, especially in Main Street.
- Complete the Heritage Walk along the Barwon River.
- Share the town's story with visitors through an interactive display in the community centre and the introduction of Main Street history boards / interpretive signage.
- Introduce heritage themed public art through key streets as part of a 'way finding' strategy.





## 10 town centre

### 10.1 discussion

Birregurra's traditional main street town centre is a focus for locals and visitors. Its historic qualities and rural character create a distinct and unique identity for the town. To reinforce the role of the town centre and respond to modest future population growth, opportunities to provide for additional small scale commercial facilities in and around the town centre need to be retained, in order to avoid the possibility of 'out-of-centre' development undermining the town centre in the long term. This includes expansion of restaurant and café facilities, tourist facilities, and either the expansion of the existing general store or the possibility of a small supermarket in the longer term. It also includes the provision of commercial space for professional services or a possible petrol station.

Currently, retail uses are generally located on the southern side of Main Street, maximising the solar orientation. The presence of café tables and chairs spilling into the street creates an attractive and inviting atmosphere that is supported. Linear expansion of the town centre should be avoided to maintain its compact form, village charm, walkability and overall retail activity and vibrancy. It is preferable that retail / commercial activities be consolidated on either side of Main Street between Roadknight Street / Austin Street to the west, and the creek / Strachan Street to the east.

The community has expressed a desire to maintain the fine grained, small scale atmosphere and nature of the heritage buildings and shops in Main Street. Notably there has been support for specialty shops such as a butcher or bakery, expansion of the general store and / or establishment of a food co-op. It is considered that there is a need to retain the potential for expansion of the general store, or for a larger commercial premise such as a small supermarket in the longer term, if and when the need may arise for such a facility. Whilst the current general store offer may meet existing community needs, population increases in the future may demand a higher level of retail services. The ability to provide necessary services and facilities to support potential population

increases within the town centre has a number of benefits in terms of generating activity which leads to an increased range of available goods and services, increased vitality of street life, and a reduced need to travel by vehicle to other towns, all of which will contribute to a sustainable long term future for Birregurra.

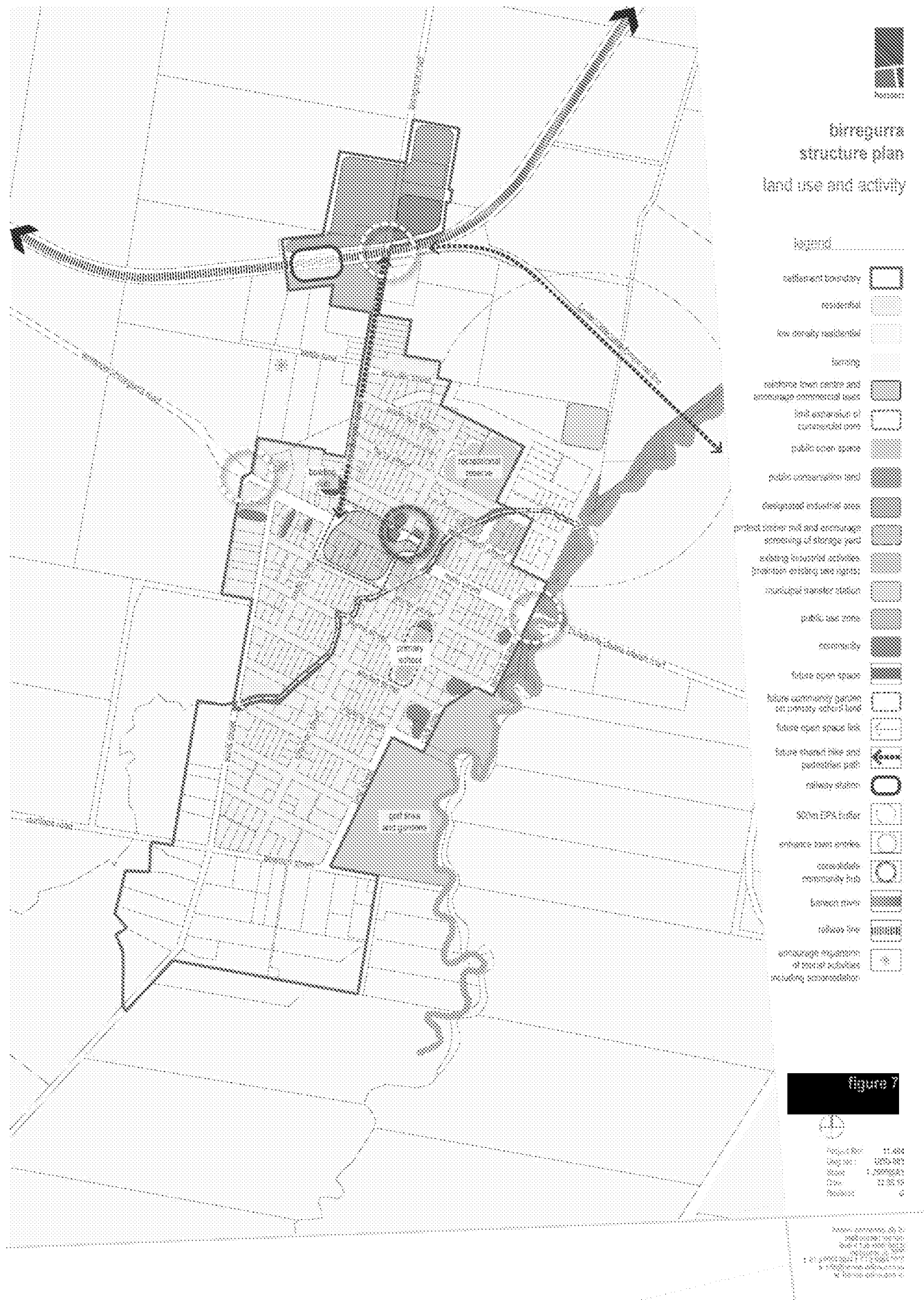
### 10.2 objectives

- To reinforce Main Street as the commercial town centre of Birregurra.
- To broaden the commercial, retail and tourism offer in the township.
- To contain linear expansion of the commercial town centre.

### 10.3 strategies

- Support new commercial uses and re-development of existing premises on both sides of Main Street between Roadknight Street / Austin Street to the west and the unnamed watercourse / Strachan Street to the east. This is referred to as the Commercial Town Core of Main Street.
- Support commercial activities which build on Birregurra's rural township character such as arts and crafts, health and wellbeing, and food related tourism.
- Support and encourage the establishment of additional speciality shops such as a grocers, bakery or food co-op etc.
- Support the expansion of the general store, if and when demand warrants such.
- Retain the potential for additional retail and commercial businesses that may seek to locate in Birregurra (including either an expanded general store or a small supermarket) in the following locations:
  - North side of Main Street, between Roadknight Street (west) and the unnamed watercourse (east).
  - If a Main Street location is not possible, behind existing shops in Jenner Street, preferably with a main public access from Main Street.

- Consider complementary uses and activities such as bed and breakfasts, civic facilities or medium density housing on the north side of Main Street, between Roadknight Street and the creek, providing the potential for longer term retail and commercial uses fronting the street is not lost.
- Direct any potential petrol station to locate in or close to the town centre. Appropriate locations for any petrol station include land at the eastern and western edges of the town centre, away from the heritage core and identified township gateways.
- Ensure all new buildings demonstrate a sympathetic design response to the heritage qualities of Main Street.
- Retain the single storey built form of Main Street and discourage second storey elements.
- Ensure new development in Main Street has regard to the design guidelines prepared as part of the *Birregurra Neighbourhood Character Study, 2012*.
- Encourage active street frontages to develop within the Commercial Core to Main Street over time.
- Ensure any new commercial development to the rear of properties on Main Street has regard to sensitive residential interfaces.
- Maintain the current street cross-section in Main Street, with more formalised parking areas on the north side of the street as commercial uses expand.
- Prevent visual clutter from advertising or other signage.
- Rezone the 'town centre' to the Business 1 Zone to encourage consolidation of business uses in this area and to manage the intrusion of non-business related uses.
- Retain the flexibility provided by the existing Township Zone elsewhere in Birregurra, to allow discretion for smaller scale businesses to be considered, provided they are compatible with adjoining residential uses.



## 11 industry

### 11.1 discussion

The provision of local employment is important in Birregurra, as a way of contributing to overall sustainability of the township in the longer term. Birregurra currently contains two industrial nodes, one is zoned for industry and is centred on the northern gateway to town. It comprises the historic (operational) timber mill. The other location is an informal area occupied by existing uses, in Molesworth Street. That area is included in the Township Zone. Whilst there is no demonstrated need to provide for additional industrial land in Birregurra, it is important to protect the ongoing integrity of industrial activities and provide scope for any appropriate industrial uses that might seek to locate in the town in the future.



The existing industrial zoned land to the north of the town should be maintained as a focus for industrial land use and development into the future. Whilst the Structure Plan seeks to maintain the flexibility provided by the Township Zone for appropriate small scale business uses to locate throughout Birregurra, this does not extend to industrial uses. Any future industrial uses should locate in industrial zoned land. New development needs to have regard to the role that this gateway location plays in the presentation and image of Birregurra.

There is also a small parcel of land on the north side of the railway line, which is currently incorrectly zoned Public Use Zone. That land is privately owned and currently being

used for light industrial uses. It represents a logical extension of the existing Industrial 1 Zone and should be zoned accordingly. Future development of that land should have regard to the railway line / station interface and associated heritage matters.

The prominent location of the timber mill and its historic structure are important to the community as a reminder of its past. However the current use of the site in terms of storage yards appears unsightly from the road. As a key gateway to town it is considered that opportunities to screen the storage areas through the use of onsite or roadside vegetation, or some form of opaque fencing, would be opportune. Screening should avoid loss of sight lines to the heritage built form from Roadknight Street / Birregurra Road.

Existing uses in Molesworth Street will be permitted to continue to operate under existing use rights. However, they will be encouraged to relocate to the designated industrial area should there be proposals to reinvest or expand those uses.

The Birregurra Transfer Station at the end of Scouller Street is a municipal landfill site. In accordance with the recommended EPA Landfill Guidelines, it requires a 500m buffer and sensitive land uses should be avoided within this area.

### 11.2 objectives

- ✧ To encourage local jobs where possible.
- ✧ To protect the ongoing integrity of industrial activities in the Industrial 1 zoned land to the north of town.
- ✧ To encourage existing industry in Molesworth Street and future industrial uses that might seek to establish in Birregurra to locate in the industrial area to the north of the town.

### 11.3 strategies

- Retain existing industrial zoned land to the north of town, on Birregurra Road, as the focus for industrial activities and direct industrial development and all new industrial uses to that area.
- Encourage any existing industrial uses within the Township Zone to relocate to industrial zoned land, if and when those uses are looking to expand or reinvest in their activities.
- Support the establishment of service related industries such as plumbers, panel beaters, builders and mechanics etc. in the designated industrial area to meet local needs.
- Encourage the screening of storage yards on the timber mill site. Screening in the form of low vegetation or low fencing is encouraged. Screening should avoid impacting on the visibility of or sightlines to the historic timber structures.
- Apply the following decision guidelines when considering any application for development in Industrial 1 zoned land:
  - Encouragement of low scale building heights, and building colours and materials that reflect the rural township character of Birregurra, especially along those walls of a building that are visible from Roadknight Street / Birregurra Road.
  - Provision of generous building setbacks from front and side boundaries to provide the opportunity for substantial landscaping within the front boundary and along any side boundaries visible from Roadknight Street / Birregurra Road.
- Provision of landscaping and visual screening of any open storage yards associated with a development that is visible from Roadknight Street / Birregurra Road.
- Establishment of a grid based subdivision pattern (if subdivision is proposed) to ensure connectivity with Birregurra Road and continuation of the grid based urban structure of the township.
- Provision of appropriate interfaces with the railway line and the historic Birregurra Railway Station to the south.
- Use of sustainability measures such as water reuse and water sensitive urban design treatments.
- Ensure sensitive uses do not encroach into the Birregurra Transfer Station's EPA recommended buffer.
- Correct a zoning anomaly of land in the northern industrial area to ensure that the Industrial 1 Zone boundary matches property boundaries.
- Rezone non-railway land at 452 Birregurra Road currently contained in the Public Use Zone to the Industrial 1 Zone, to reflect that existing use of the land as well as a logical extension of the existing industrial zoning to the north.

## 12 tourism

### 12.1 discussion

The heritage and rural township character qualities of Birregurra and its location proximate to key destinations such as the Great Ocean Road and Otway Ranges attract many tourists. Opportunities to further enhance tourism are important in enhancing the local employment base and are encouraged by the Structure Plan. This includes increasing the availability and range of tourist accommodation, increasing the type of tourism activities in the town, increasing tourism packages that capitalise on local events (such as the Birre Festival) or recreation (i.e. golf tournaments), and highlight the strong arts and food and wine interests of the local community.

Maintenance and enhancement of the existing heritage and character of the town is fundamental to retaining and growing tourism. The main street is a strong heritage feature. The community has focussed considerable effort on highlighting and enhancing the heritage qualities of the station and its surrounds, as a major heritage and tourist destination of the town.

Birregurra has a strong and active arts community which contributes significantly to the social and economic dynamics of the town, and to opportunities for tourism into the future. The community is also pro-active in terms of organising events and activities to attract people to Birregurra. The Celtic Festival, Teddy Bear Parachuting from the Church Tower, Open Studio Weekend and Arts Show are examples. Community members have identified the need for an art gallery or space to support and showcase the local arts community.

Food and wine, and accommodation, are key tourist attractors in any region. Several businesses in Birregurra are actively involved in the Melbourne Food and Wine Festival. There are also a number of B & Bs operating within the town. The opportunity exists to build on these aspects of tourism in Birregurra. The monthly Sunday markets from December to April are a regular feature of the town which combine these interests.

It is understood that during the Birre Festival the recreation reserve is used as a camping ground. There may be scope to provide more formal camping facilities within the town or on its outskirts in locations that are accessible to key features such as the Barwon River.

The establishment of a rail trail along the alignment of the former Birregurra to Forrest railway is a major initiative being pursued.

To meet the needs of the tourism market, ongoing opportunities for rural, heritage and tourism based retail and hospitality uses should also be supported.



## 12.2 objectives

- To support an increase and diversification of tourist based activities in Birregurra.
- To increase the type and offer of tourist accommodation.

## 12.3 strategies

- Build upon existing arts and crafts, food, and health and wellbeing tourism related activities.
- Encourage tourist accommodation including bed and breakfasts and small scale hotel / serviced apartments within the township. Opportunities for tourist accommodation along Main Street are encouraged.
- Actively support and facilitate planning permit applications and proposals for well-presented and conceived tourism uses that are consistent with the heritage and character qualities of Birregurra, and which do not have unreasonable amenity impacts.
- Support the continued informal use of the recreation reserve for camping during the Birre Festival.
- Ensure tourism developments are designed to sensitively respond to Birregurra's rural setting and heritage character.
- Council to investigate the provision of an art gallery or space in Birregurra.
- Council and the community to vigorously pursue the establishment of a rail trail along the alignment of the former Birregurra to Forrest railway i.e. the Birregurra-Forrest Tiger Rail Trail. A feasibility study is required to determine the viability of this project.



## 13 landscape and environment

### 13.1 discussion

Birregurra is located on the west bank of the Barwon River and is dissected by two of its tributaries (Aitken Creek and an unnamed watercourse). The township is well recognised for its treed character and topographic diversity associated with flat, low-lying land to the north, and steeper land and escarpments to its south. A range of exotic and native vegetation scattered throughout the township contributes to significant canopy tree cover.

The northern half of the town is relatively flat and has several areas of poorly drained land that is prone to flooding. In comparison, the ridgeline along the southern area of the town provides a magnificent setting for housing, with significant views of the Barwon River floodplain and of surrounding rural areas extending as far north as Mount Gellibrand.

The three highway entries into Birregurra play an important role in determining the landscape character of the town. They provide a first impression of the township upon arrival. The visibility of land along these approaches needs to be taken into consideration in making decisions about possible future township expansion and the form in which any such expansion might occur.

The importance of these landscape and environmental features means that they must be carefully managed to ensure future development is sympathetic and responds to them.

### 13.2 objectives

- To protect main road entrances to Birregurra from inappropriate and unplanned development.
- To protect key views and vistas to the rural surrounds.
- To encourage the retention of trees where possible and the planting of new canopy trees and understory vegetation.
- To preserve and enhance the Barwon River corridor and connected waterways.

- To recognise flood risks associated with the floodplain of the Barwon River and tributaries.

### 13.3 strategies

- Retain the existing Farming Zone on main road approaches to the township.
- Protect and enhance the landscape character and view lines of township entrances as defining elements of the north, east and west gateways.
- As infill development / subdivision occurs require public open space to be provided along the unnamed waterway running south-west to north-east through the middle of the town and develop a linear shared pedestrian /cycle path connecting to parkland adjoining the Barwon River. An indicative cross section of this open space corridor is provided on the following page.
- Encourage built form along this open space corridor to:
  - Be appropriately setback from the waterway in accordance with Corangamite CMA requirements.
  - Provide an active interface through the provision of windows and no solid fencing to this boundary.
  - Provide pedestrian access to the corridor where possible.
- Protect and extend areas of native vegetation, including endangered EVCs along waterways.
- Require the use of building envelopes to protect vegetation on lots that contain significant trees.
- Encourage environmental enhancement of waterways in the township through weed removal, water quality treatments and removal of rubbish.
- Council, in conjunction with landholders and the Corangamite CMA, to conserve, enhance and link patches of endangered Grassy Woodlands along Atkin Creek, and the unnamed waterway running north-east, as important local and regional assets which should be conserved.
- Direct future growth of the township away from designated floodplains.

- Retain low building heights across the township. In accordance with the *Birregurra Neighbourhood Character Study, 2012* single storey building heights are preferred throughout the town and are mandated along Main Street (Preferred Character Area A). Where a second storey is proposed it should be recessed from the ground floor on all sides or incorporated into the roof space.
- Ensure development responds to topography, particularly in areas covered by the Erosion Management Overlay.
- Rezone public land at the intersection of Scouller Street and Barwon Street, and east of Skene Street that contains endangered vegetation (EVC 56 Floodplain Riparian Woodland) to a Public Conservation and Resource Zone.

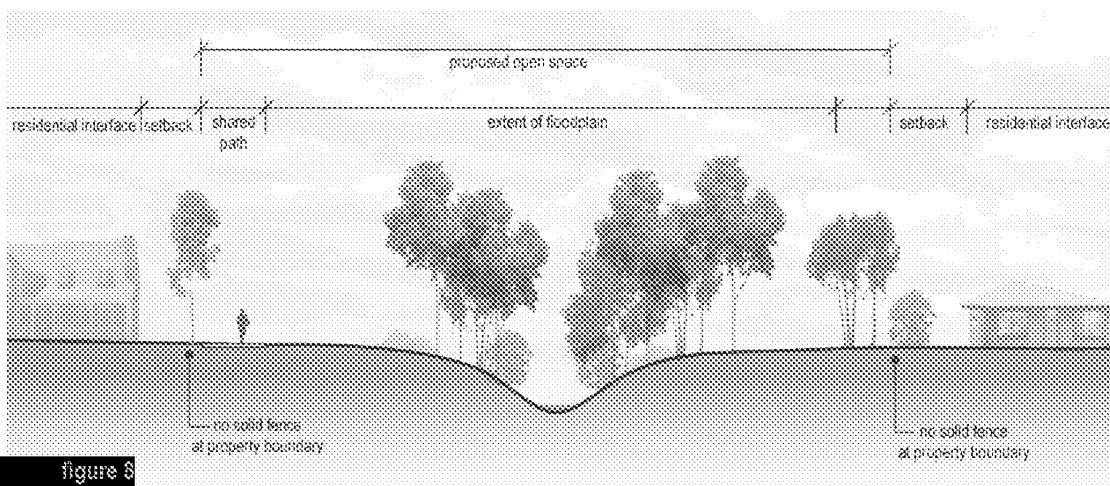
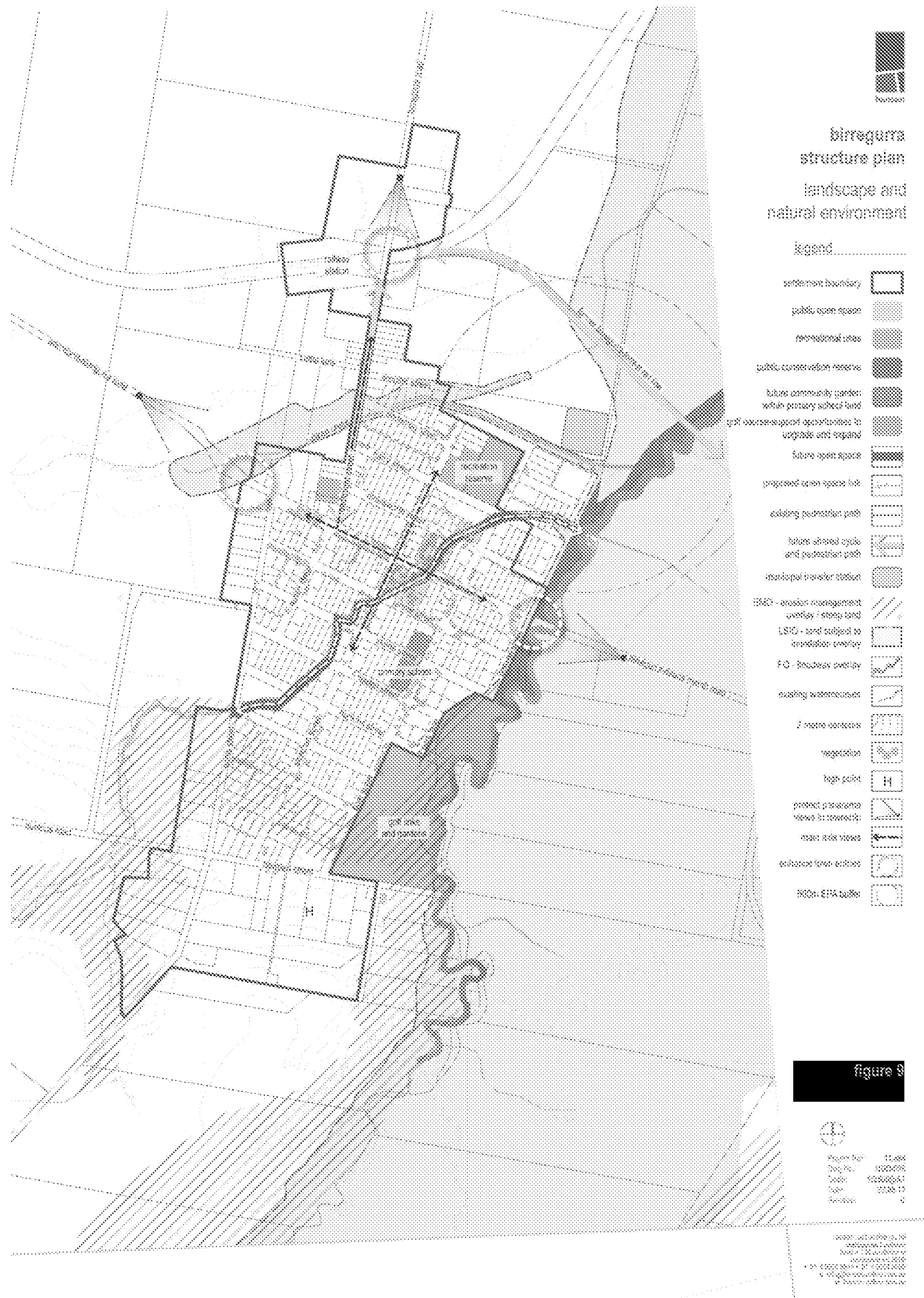


figure 6

proposed open space corridor

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## 14 access and movement

### 14.1 road network

Like many regional towns, Birregurra is largely reliant on cars for transport. The existing road network has an informal nature, consisting of wide road reserves, some sealed, some gravel (unsealed) and others unmade.

Main Street is currently used by local traffic, regional traffic and heavy vehicles accessing the Otways. Despite the mix of user groups, traffic is distributed throughout the day in a manner that generally minimises impacts on pedestrian movement and access.

With modest future growth some road upgrades are likely to be necessary as vehicle movements increase. This will include improvements to Strachan Street and its intersection with Main Street, as well as Jenner Street associated with the town core. In addition, as infill development occurs within established township areas, existing gravel and unmade roads will need to be provided or upgraded. The design, type and location of new and improved road infrastructure will play an important role in maintaining Birregurra's rural township character. In addition, the means by which Council requires roads to be upgraded also needs to be carefully managed.

Council is aware that there are a number of Government Roads within the township of Birregurra which are subject to Unused Road Licences issued by the Department of Environment and Primary Industries (DEPI). This has the potential to limit the ability to re-subdivide land and gain access to roads. Under the provisions of the *Land Act 1958* Council is able to request DEPI to either cancel or amend an Unused Road Licence on the basis that it can be demonstrated that the road is required for public traffic.

### 14.2 walking and cycling

The Structure Plan seeks to establish a high level of universal accessibility to the community and to maximise opportunities for walking and cycling. Currently, the compact form of the town and the grid network enables walking and cycling to key uses and facilities including the primary school, shops, health / community uses and

recreation facilities. However, due to the rural character of roads in the township, there are limited footpaths and people often walk on roads. Community consultation revealed that this condition was preferred to a more urban street cross-section, although the need for a shared off-street path along Roadknight Street has been identified.

### 14.3 public transport

The Warrnambool – Geelong passenger rail service stops at the historic Birregurra Station three times a day. This service connects residents to key urban centres for employment, education, shopping, social outings etc. The Railway Station has recently been re-opened as a result of efforts by the local community. There is ample room for drop-off and pick-up of passengers in the car park outside the station. For people choosing to walk to and from the station, there are no footpaths provided along key streets to town.

Bus services to town are limited to a seasonal service linking Colac to Lorne. Opportunities to re-route bus services through the town need to be pursued to improve local public transport options to meet the needs of a growing population.



## 14.4 way finding

To improve overall legibility and safety, as well as enhance the public realm and pedestrian environment, a series of way finding initiatives are proposed. As the name suggests, these initiatives seek to assist people to 'find their way', through the introduction of both physical and natural visual cues linking key destinations and pedestrian routes.

Way finding initiatives will:

- Improve the experience of visitors.
- Improve legibility to the station, town centre, primary school and community node.
- Create a safer environment with opportunities for passive surveillance.
- Introduce public art to create visual cues for pedestrians to key destinations.
- Contribute to the visual appearance of town.

## 14.5 objectives

- To ensure roads provide safe access.
- To ensure roads are designed to provide for all road users.
- To ensure road upgrades retain and enhance the character of Birregurra.
- To provide safe and improved opportunities for walking and cycling throughout the town.
- To encourage walkable neighbourhood design in new developments.
- To maintain the informal nature of road reserves throughout Birregurra.
- To ensure appropriate provision of public transport.
- To provide a shared path to establish a walking / cycling connection to the railway station.
- To encourage way finding treatments to improve legibility and safety of the township.
- To encourage public art to create visual cues for pedestrians, cyclists and others.

## 14.6 strategies

### road network

- Recognise Strachan Street as the main collector road from residential areas to the north and south of the town, to the town centre and to Main Street. The upgrading of Strachan Street to a 'collector road' standard should be considered if traffic volumes reach 1,000 vehicle movements per day (vpd). The capacity of Strachan Street should be reviewed as part of a Structure Plan review in 3-5 years. To the north of Main Street, this should include upgrades to an urban standard of road with a shared path on one side. To the south of Main Street, the upgrade should minimise impacts on the existing character of the street.
- Sladen Street and Ennis Street are encouraged as alternative routes as traffic increases in the town, subject to population growth. These streets may require upgrading to cater for this role. The capacity of these streets should be reviewed as part of a Structure Plan review in 3-5 years. Any relevant upgrades should minimise impacts on the existing character of these streets.
- New road and street design should be consistent with cross sections provided in Appendix 1. Flexibility will exist to vary pavement widths etc, if required to cater for existing utilities or street trees. Strachan Street is identified as a collector road. All other streets are identified as local roads.
- All intersections with Birregurra Road and the Birregurra – Deans Marsh Road must be designed and constructed in accordance with the requirements of VicRoads, being the responsible authority.
- New subdivisions should include a grid-based road network that easily integrates with the existing surrounding road network.
- Avoid cul-de-sacs and battleaxe driveways as a means of providing access to new residential lots.

- Investigate the possibility of reducing the speed limit on Main Street to 40km/hr, in the commercial core between Roadknight Street and Strachan Street, to improve community safety.
- Maintain the informal nature of roads, with wide open grass verges, where practicable from an engineering and traffic management perspective. There should be a consistent treatment along a street.
- New roads should be aligned to avoid the removal of existing trees, where possible.
- Apply the following principles in the consideration of road upgrades at the time of subdivision. These principles also apply to the provision of drainage, where relevant:
  - Minimise cost to developer so as not to preclude development.
  - Minimise cost burden on Council / community.
  - Require all developments to be provided with all-weather access as required by the Colac Otway Planning Scheme and / or *Subdivision Act 1988*.
  - Where a constructed road exists but requires upgrading, any road upgrading is to be provided by the landowner of the land being developed.
  - Where an unmade road reserve exists, the first allotment to be subdivided along that road reserve is responsible for constructing the length of the road to the front boundary of the subject allotment.
  - Any development requiring extension of an existing road must match the existing road standard of road construction, to the satisfaction of Council.
- All new roads should have a bitumen seal to the satisfaction of the Responsible Authority.
- Extension of existing roads may have a surface treatment and design consistent with the road being extended (i.e. gravel), unless there is a need to upgrade the existing road leading to the extension, to accommodate higher levels of traffic.
- Overtime, as subdivision of existing lots and additional housing occurs, as traffic increases, and as amenity expectations demand, all roads should be required to

have a bitumen seal, whilst retaining an informal design with open grass verges and swale drains.

- Monitor rates of subdivision and new housing, and as rates of development increase consider the need to prepare a funding strategy for the upgrading of existing roads / drainage throughout Birregurra. This is likely to be implemented by way of a special charge scheme, development contribution, or combination of the two.

#### walking and cycling

- Introduce shared pedestrian /cycle paths on key streets where possible, including Roadknight Street, Strachan Street north of Main Street, and Sladen Street, as appropriate.
- Develop a shared pedestrian /cycle path within the future linear open space corridor through the township that connects with the Barwon River.
- Support the development of the Birregurra-Forrest Tiger Rail Trail. A feasibility study is required to determine the viability of this project.
- Improve the pedestrian environment and overall safety / line marking on shared paths and bike lanes throughout the town. Changes in pavement treatment at key intersections should be explored, particularly in higher pedestrian areas such as the near the recreation reserve, the school, the skate park and in the town centre.
- Improve the pedestrian environment along Main Street, including the introduction of seating, lighting, rubbish bins etc.
- Provide bike racks in Main Street in convenient and accessible locations. Bike racks should be functional but also innovative in design.
- Develop a footpath on the north side of Main Street, in the town centre.
- Encourage the use of exposed aggregate for new footpaths as a material that best reflects the rural character of the town. The use of plain brushed finish concrete footpaths is discouraged.

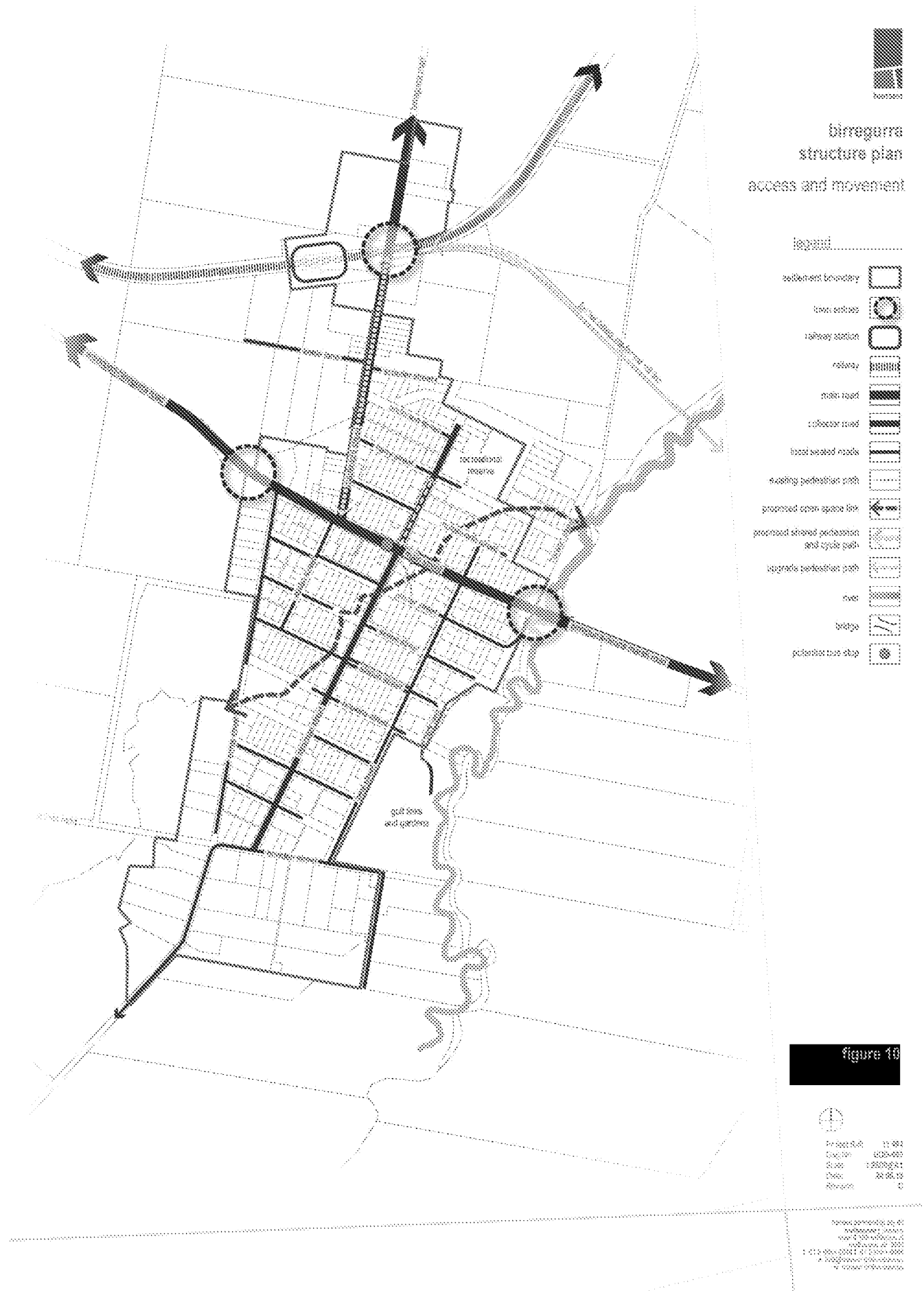
- Footpaths are required in accordance with Clause 56 of the Planning Scheme. Where a rural road profile is maintained on existing local streets in the Township Zone, formal footpaths will not be required, unless required for safety reasons.

#### public transport

- Council should explore opportunities with local bus service providers to re-route the Colac – Lorne bus route and timetable to divert it through town and provide a local link in the current service.
- In accordance with the recently completed Birregurra Community Infrastructure Plan, pedestrian access to the train station should be improved through the introduction of a footpath along Roadknight Street between Main Street and the station. The footpath should be located on the west side of the road within the road reserve. Lighting should be strategically located along the footpath to improve pedestrian access.

#### way finding

- Encourage a consistent street lighting theme along key collector streets including Roadknight Street, Strachan Street and Barry Street that create a visual link to key destinations.
- Incorporate a heritage style lighting theme in Main Street which signifies arrival into the town centre.
- Introduce a landscape hierarchy for key streets to create visual cues to key destinations. The landscape hierarchy should be based on the road hierarchy identified in the Access and Movement Plan (see Figure 10).
- Incorporate public art and universally accessible street furniture that links key elements of town together in a subtle and innovative manner. Public art should draw links to the historic past, with installations encouraged along Roadknight Street, Strachan Street, Barry Street, Barwon Street, Beal Street and Main Street



## 15 community services and facilities

### 15.1 discussion

The Birregurra Community Health Centre is a key location for social interaction and the provision of community and health services and facilities. The multi-purpose centre is well used by members of the community and is located proximate to the chemist, providing business synergies. Located at the north-east edge of the town centre, and on a key pedestrian link between the recreation reserve to the north and the primary school to the south, the location provides a key opportunity to expand and consolidate community services in a highly accessible location.

Expansion and enhancement of community services and facilities is likely to be required to support the needs of a growing and ageing population. An expanded community node should incorporate greater connectivity with the park / public amenities, the chemist and town centre. It may include additional health services, a more permanent library, additional community meeting rooms and performance space, and an expanded kindergarten / child care facility. To enhance the overall accessibility and vibrancy of this 'node', existing vacant land on Molesworth Street could be used for retirement living.

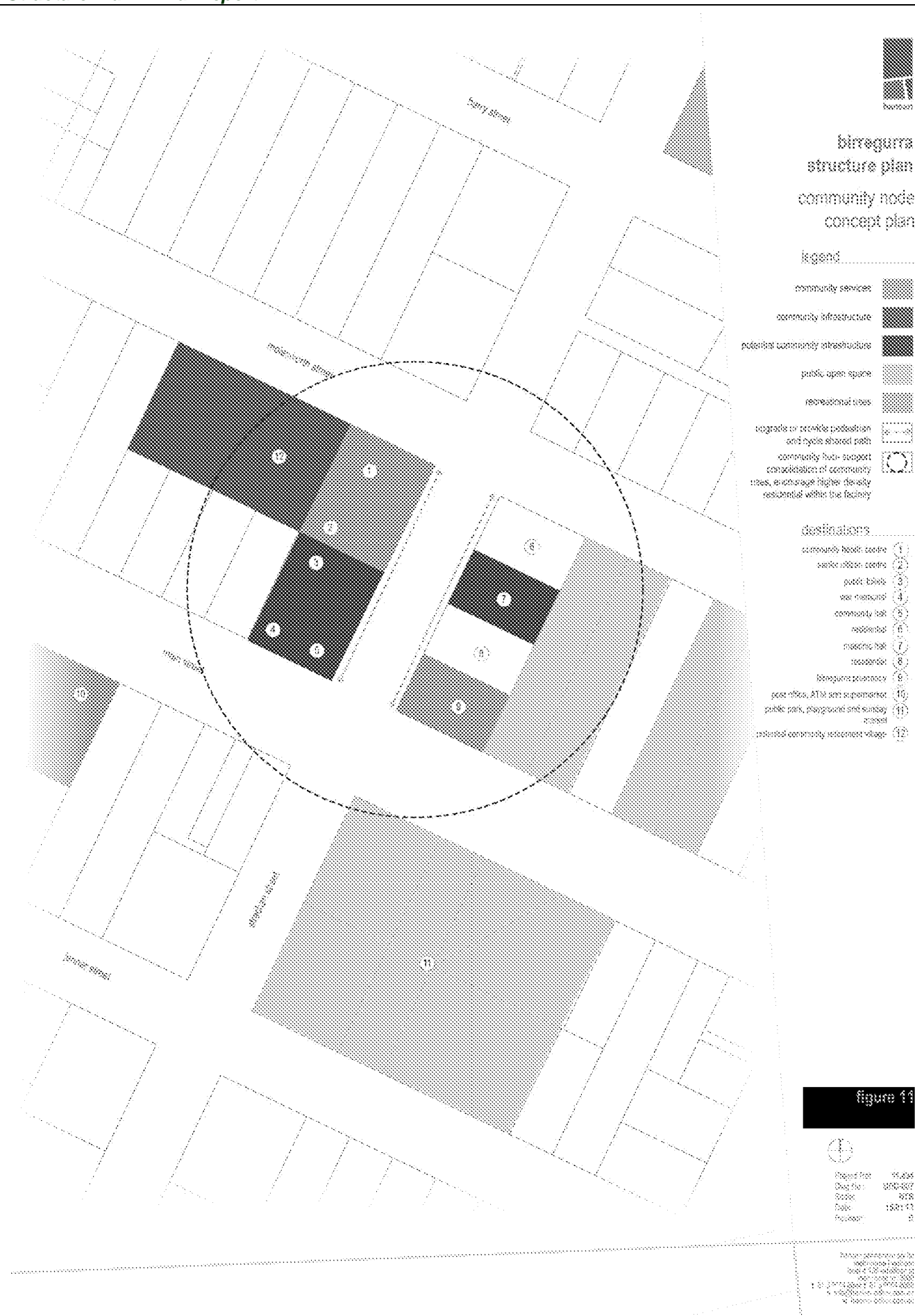
More localised community initiatives recently identified in the *Birregurra and Forrest Township Community Infrastructure Plan 2012*, are also supported by the Structure Plan.

### 15.2 objectives

- To provide a mix of community and health related services and facilities within Birregurra.
- To consolidate civic, community and health facilities in a community node on the north-east edge of the town centre.

### 15.3 strategies

- Encourage consolidation of community, civic and health related services around the centrally located community node. The community node should be limited to the area shown on the Structure Plan, including the northern side of Main Street, extending to Strachan Street. An indicative concept plan for the consolidated community node is shown in Figure 11.
- Support the establishment of consolidated medical and pharmacy facilities within or adjacent to the community node, at a scale that meets the needs of the local population.
- Support retirement living on vacant land in Molesworth Street.
- Prepare a detailed master plan for the community node to manage and direct expansion. The master plan should include an assessment of required services, including new and expanded services to meet the needs of a growing population. The master plan should include a concept design that provides: a high level of urban design, including quality, human scale built form; streetscape and landscape treatments including seating and footpaths and canopy trees for weather protection; and a highly walkable environment. The master plan for the community node could be prepared concurrent with any recreation needs assessment that might be prepared, if population growth begins to increase, as identified in the following section.
- Support the community infrastructure initiatives identified in the *Birregurra and Forrest Township Community Infrastructure Plan 2012*, including establishing a community garden either at the Birregurra Primary School or in a central location within the township.





## 16 recreation and open space

### 16.1 discussion

The need to plan for healthy and active communities has become an increasingly important element of structure planning process. The Heart Foundation has established "healthy by design" guidelines to inform the design of cities and spaces to enhance overall opportunities for recreation and more active lifestyles. Those principles are supported by this Structure Plan.

Birregurra contains a mix of active and passive recreation and open space assets, which serve a broad cross-section of the community. These assets include the recreation reserve (for football, netball, tennis and cricket), the bowls club, the golf club, the skate park and the Barwon River.

The Birregurra Recreation Reserve is a highly valued recreation and social hub within the town. A master plan has recently been prepared for this important facility. The master plan identifies a series of future priorities including undertaking detailed planning for the development of a new multi-purpose community sports facility. This may also provide space for expanding cultural activities, and foster more opportunities for social interaction and gatherings in the community.

The Structure Plan Background Report revealed that there are a number of activities that are currently not catered for in town that require people to travel to Colac. With the forecast modest population growth of Birregurra, this condition is likely to remain the same into the future.

Overall, demand for recreation and support for new facilities will depend on the rate of population growth and profile of the population.

### 16.2 objectives

- To provide a range of passive and active recreation opportunities within the township.
- To establish a connected network of accessible public open space and recreation facilities.
- To recognise the Birregurra Recreation Reserve as the primary recreation and sporting precinct in the township.

### 16.3 strategies

- Monitor population growth in the town to determine if a recreation needs assessment is required to determine appropriate provision of facilities in the town, if considerable population growth begins to occur.
- Support the implementation of the recommendations of the *Birregurra Recreation Reserve Master Plan, 2012*.
- Support the development of additional complementary community and recreation uses around the Birregurra Recreation Reserve.
- Improve walking trails along the Barwon River, including completion of the Heritage Walk.
- Establish linear open space corridors along waterways running through the town.

## 17 physical services and utilities

### 17.1 discussion

The key items of physical infrastructure addressed in the Structure Plan are sewerage, water and local roads (see Section 13) and drainage infrastructure.

Barwon Water has recently sewered the town. As a consequence land within the existing Township Zone has access to reticulated sewerage. This will provide greater opportunity for infill residential development as existing large lots will have the potential for resubdivision.

Colac Otway Shire is the responsible authority for local drainage, whilst the Corangamite CMA is responsible for the protection and management of designated waterways throughout the town. The existing local drainage network in Birregurra is in poor condition and / or does not exist. Drainage infrastructure is sporadic and consists of kerb and channel (where it exists), swale drains and grass verges. There are known localised drainage issues and as development occurs these issues, as well as upgrades to existing drainage infrastructure, will need to be addressed. Whilst the sewerage of the town has increased the potential for infill residential development, this potential may well be restricted by a lack of drainage infrastructure and the costs associated with upgrading drainage and road infrastructure throughout the town.

### 17.2 objectives

- To ensure an efficient and cost effective provision of physical infrastructure that addresses the ongoing needs of the community, while protecting the landscape and township character values of Birregurra.

- To ensure that necessary physical infrastructure is adequately funded and delivered in a timely fashion.

### 17.3 strategies

- Requirements of the relevant servicing authority or provider are to be met.
- As part of the Structure Plan review in 3-5 years, Barwon Water should assess the take-up of sewerage infrastructure and determine future service requirements.
- Encourage consistency of drainage treatments with priority given to use of water sensitive urban design treatments, such as swale drains, throughout the township, where appropriate.
- Include guidelines within Council's Infrastructure Design Manual relating to the form of crossovers from dwellings that will not impact on the functionality of the drainage swales. These guidelines should be consistent with the treatments recommended in the *Birregurra Neighbourhood Character Study, 2012*.
- Require new developments to optimise on-site stormwater collection and detention.
- All subdivisions must be provided with a legal point of discharge for drainage, approved by Council, and must demonstrate that predevelopment stormwater flows can be achieved.
- Ensure water quality and quantity objectives outlined in 'Urban Stormwater – Best Practice Environmental Management Guidelines', 1999 are met.

## 18 implementation and review

### 18.1 discussion

The realisation of the 'vision' for Birregurra and the objectives and strategies presented in this Structure Plan will only occur if the following actions are implemented. This includes a range of statutory and non-statutory implementation actions.

To give greater certainty to the implementation of the vision for the Birregurra, it will be necessary to ensure key elements are included in the Colac Otway Planning Scheme. This Structure Plan will therefore play an important role in supporting Council in its decision-making in relation to planning permit applications and requests for planning scheme amendments.

The first implementation action in realising the objectives of the Structure Plan is the establishment of planning policies and controls. The suite of policies, zones, overlay and design controls recommended as part of this Plan must initially be approved by the Council, and then incorporated into the Colac Otway Planning Scheme. Incorporation in the Scheme requires authorisation by the Minister for Planning and formal public exhibition

It should be acknowledged that growth and change in Birregurra will unfold over a long period of time and that the needs and aspirations of the community will change over time. Therefore the Structure Plan and planning controls that implement it need to be sufficiently flexible to be able to adapt to changing circumstances, be they economic, social or environmental considerations.

Continued monitoring and evaluation of the Structure Plan must be undertaken by the Council to ensure that it remains relevant to future planning policies and community needs and expectations. Generally the plan may need to be reviewed every 3 to 5 years.

### 18.2 local planning policy framework

In conjunction with the proposed zoning and overlay changes recommended below, the Structure Plan should be implemented through changes to local policy within the Colac Otway Planning Scheme. Within the planning scheme, the Municipal Strategic Statement (MSS) at Clause 21 sets out the Shire's strategic directions for planning across a range of issues. Clause 22 of the Planning Scheme provides more specific direction on a range of matters where additional guidance is required for the exercise of discretion. The following changes are recommended:

- ✧ Revise and update the Local Planning Policy Framework, including the Municipal Strategic Statement (specifically Clause 21.03-4), to give immediate effect to the vision, objectives and strategies identified in this report.
- ✧ Include the Structure Plan as a Reference Document in Clause 21.06 of the Colac Otway Planning Scheme.
- ✧ Set out the further strategic work that should be undertaken to enable the full implementation of the Plan.

### 18.3 zoning and overlays

Proposed zoning and overlay controls are discussed below and are identified on Figure 12.

One important consideration is the proposed introduction of new zones in the Victorian Planning Provisions as proposed by the Minister for Planning. The rezoning recommendations contained in this plan consider only the existing suite of zones given the draft nature of the proposed zones. However, it is noted that the reformed commercial zones have recently been finalised. The Commercial 1 Zone will replace the Business 1, Business 2 and Business 5 Zones. The reformed commercial zones will be introduced into the Victoria Planning Provisions and planning schemes on 1 July 2013.

## zoning

As part of a future amendment to the Colac Otway Planning Scheme the following rezonings are recommended:

- Retaining the residential areas of the town within a Township Zone, rather than rezoning them to Residential 1 Zone. This is considered appropriate in order to retain the flexibility provided by the Township Zone for a variety of smaller scale cottage industries and / or business uses and home based occupations, compared to the Residential 1 Zone.
- Rezoning the commercial core of the town centre on Main Street to the Business 1 Zone / future Commercial 1 Zone. This will more clearly define the town centre and provide additional control over residential uses, to ensure longer term options for retail and commercial uses fronting Main Street are retained within the town centre.
- Rezoning of the skate park land from the Township Zone to Public Park and Recreation Zone, to reflect that actual land use on the site.
- Rezoning of non-railway land contained in the Public Use Zone to the Farming Zone, to reflect that actual use of the land and ownership.
- Rezoning of non-railway land at 452 Birregurra Road contained in the Public Use Zone to the Industrial 1 Zone, to reflect that existing use of the land as well as a logical extension of the existing industrial zoning to the north.
- Correcting a zoning anomaly of land in the northern industrial node, to ensure the Industrial 1 Zone boundary matches property boundaries.
- Rezoning public land at the intersection of Scouller Street and Barwon Street, east of Skene Street, that contains endangered vegetation (EVC 56 Floodplain Riparian Woodland) to a Public Conservation and Resource Zone.

- Correct a zoning anomaly that exists at 40 Birregurra-Yeodene Road, where land has recently been consolidated, by including the triangular parcel of Farming Zoned land in the Low Density Residential Zone.

## overlays

Overlay controls exist to provide an additional layer of control for specific areas where zone controls are not considered sufficient to manage development. Overlays should be used where appropriate in preference to local policy. As such the following overlay controls are recommended:

- Application of the Design and Development Overlay to implement the recommendations of the *Birregurra Neighbourhood Character Study 2012*.
- Application of the Design and Development Overlay to the land in the Industrial 1 Zone on the north side of the railway line. Presentation of industrial land fronting Birregurra Road / Roadknight Road and the Railway Station plays an important role in the overall presentation and image of Birregurra. As such, it is important that minimum standards be established for these properties to ensure they appropriately reflect Birregurra's rural image.

This overlay should:

- Encourage low scale building heights and building colours and materials that reflect the rural township character of Birregurra, especially along those walls of a building that are visible from Roadknight Street / Birregurra Road.
- Encourage provision of generous building setbacks from front and side boundaries to provide the opportunity for substantial landscaping within the front boundary and along any side boundaries visible from Roadknight Street / Birregurra Road.
- Encourage provision of landscaping and visual screening of any open storage yards associated with a development that is visible from Roadknight Street / Birregurra Road.

- Encourage grid based subdivision patterns (if subdivision is proposed) to ensure connectivity with Birregurra Road and continuation of the grid-based urban structure of the township.
- Encourage appropriate interfaces with the railway line and the historic Birregurra Railway Station to the south.
- Encourage use of sustainability measures such as water reuse and water sensitive urban design treatments.
- Application of the Design and Development Overlay to the commercial core of the town centre. This overlay should:
  - Ensure all new buildings demonstrate a sympathetic design response to the heritage qualities of Main Street.
  - Seek to encourage low-rise single storey buildings.
  - Implement the design guidelines prepared for Main Street as part of the *Birregurra Neighbourhood Character Study, 2012*.
  - Encourage active street frontages on Main Street.
  - Ensure any new commercial development to the rear of properties on Main Street has regard to sensitive residential interfaces.
  - Discourage visual clutter from advertising or other signage.
  - Be structured to only trigger a planning permit where development is proposed which does not meet established requirements.
- Application of the Vegetation Protection Overlay to part of the town, as recommended in the *Birregurra Neighbourhood Character Study 2012*.

## 18.4 non-statutory actions & further work

In addition to implementing the Structure Plan through the Colac Otway Planning Scheme, there are a number of other actions both the Council, other authorities and local stakeholders can pursue which will play a role in achieving the 'vision' of this plan. Furthermore, there is additional work which has been identified as being required to implement the Structure Plan. These are outlined in the following table.

## 18.5 drainage and local road construction strategy

In order to address the need for considerable local road and drainage upgrades, as infill development occurs, a strategy for the upgrading of these facilities should be prepared. The strategy should clearly identify:

- The standards of provisions required.
- The source of funds i.e. special charge, development contribution, by way of permit conditions etc.
- The conditions to be placed on planning permits for subdivision and development.
- The priorities and staging of the infrastructure upgrades.

In the interim principles to guide planning permit conditions are included in Sections 13 and 16 of this report.

## 18.6 monitoring and review

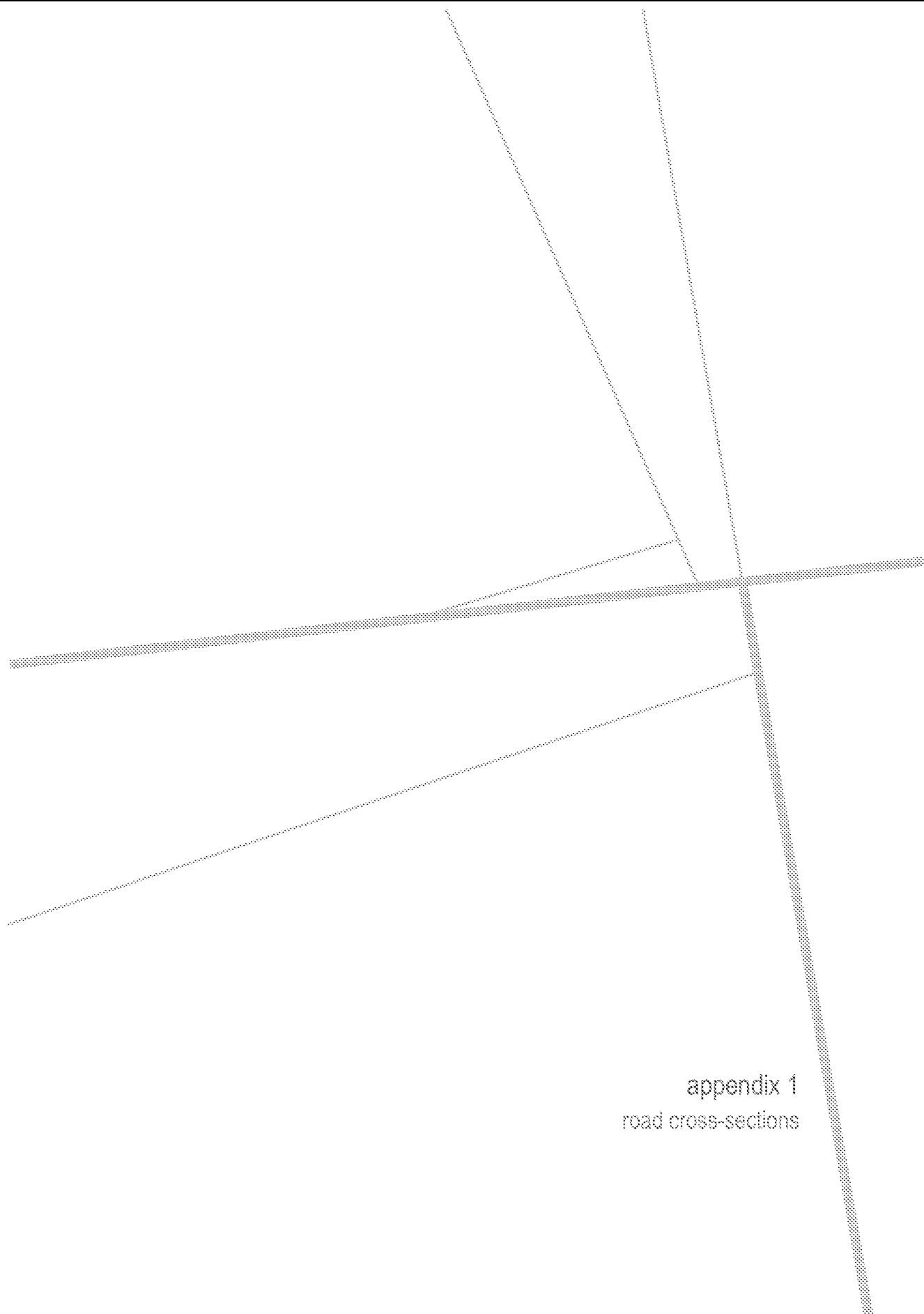
The Birregurra Structure Plan should be reviewed every 3-5 years to ensure that it remains relevant and consistent with Council's strategic policies, MSS and Council Plan. Such a review period will also identify any changes required in response to new development trends, policies or changing circumstances, such as ongoing residential demand and the need for additional retail floorspace.

It is recommended that the first review occur at 3 years, to monitor and review the progress of key recommendations. In particular the first review should assess the take up of land for infill residential development, in order for Council to review the residential land supply and demand outlook, based on actual rates of development that have been achieved after the sewerage of the town.

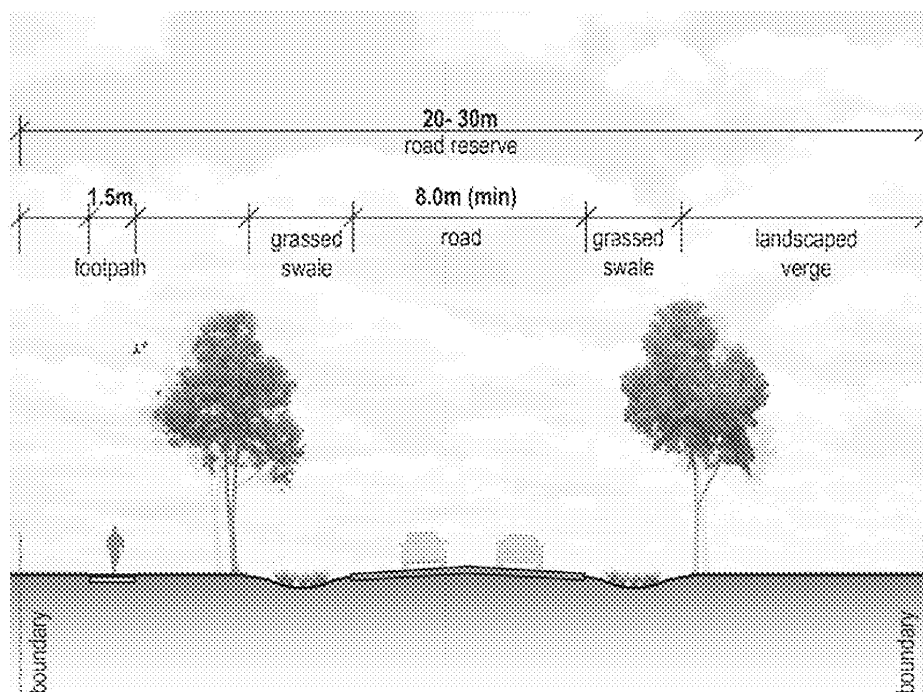


| Year | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 | 2046 | 2047 | 2048 | 2049 | 2050 | 2051 | 2052 | 2053 | 2054 | 2055 | 2056 | 2057 | 2058 | 2059 | 2060 | 2061 | 2062 | 2063 | 2064 | 2065 | 2066 | 2067 | 2068 | 2069 | 2070 | 2071 | 2072 | 2073 | 2074 | 2075 | 2076 | 2077 | 2078 | 2079 | 2080 | 2081 | 2082 | 2083 | 2084 | 2085 | 2086 | 2087 | 2088 | 2089 | 2090 | 2091 | 2092 | 2093 | 2094 | 2095 | 2096 | 2097 | 2098 | 2099 |
|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 | 2046 | 2047 | 2048 | 2049 | 2050 | 2051 | 2052 | 2053 | 2054 | 2055 | 2056 | 2057 | 2058 | 2059 | 2060 | 2061 | 2062 | 2063 | 2064 | 2065 | 2066 | 2067 | 2068 | 2069 | 2070 | 2071 | 2072 | 2073 | 2074 | 2075 | 2076 | 2077 | 2078 | 2079 | 2080 | 2081 | 2082 | 2083 | 2084 | 2085 | 2086 | 2087 | 2088 | 2089 | 2090 | 2091 | 2092 | 2093 | 2094 | 2095 | 2096 | 2097 | 2098 | 2099 |      |

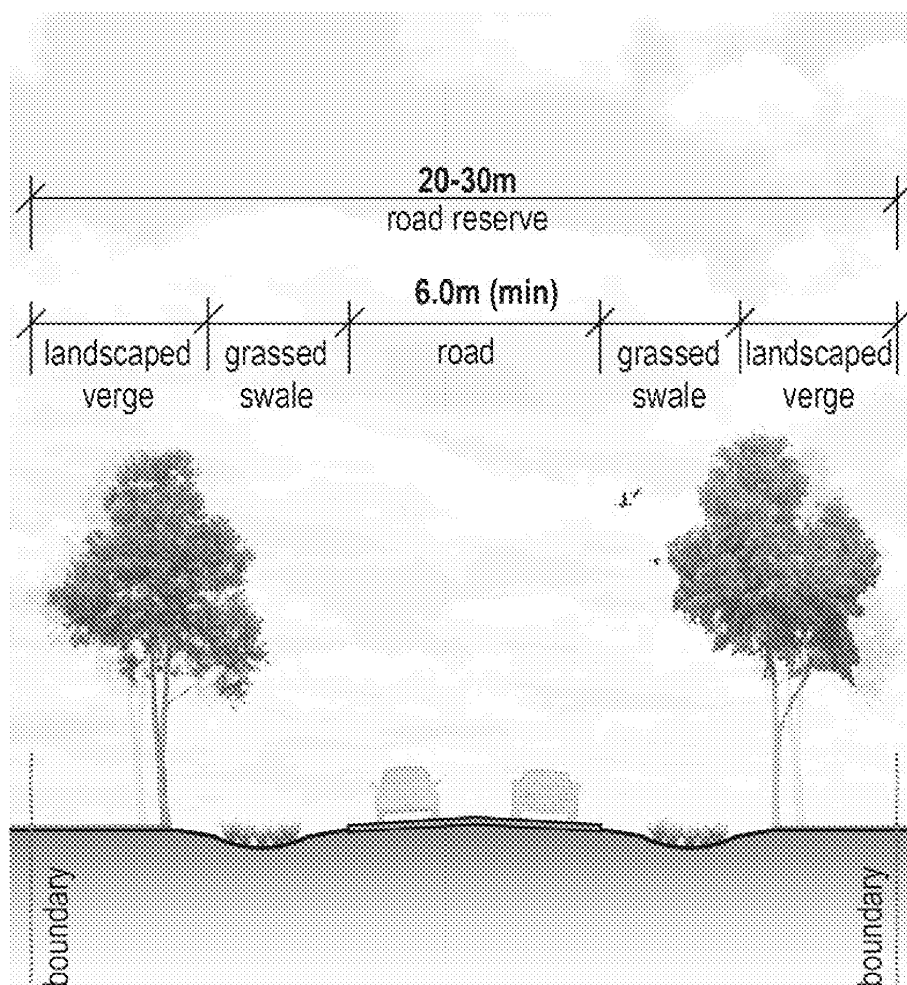
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|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------|-----------|----------|
| 8  | Prepare a way finding strategy for Birregurra                                                                                                                                                                                      | Colac Otway Shire<br>Recreation Arts and Culture                     | -                             | Long term | \$12,000 |
| 9  | Investigate the provision of an art gallery or space in Birregurra.                                                                                                                                                                | Colac Otway Shire<br>Recreation Arts and Culture                     | Investigation / research only | Long term | \$3,000  |
| 10 | Pursue the establishment of a rail trail along the alignment of the former Birregurra to Forrest railway i.e. the Birregurra-Forrest Tiger Rail Trail. A feasibility study is required to determine the viability of this project. | Colac Otway Shire<br>Recreation Arts and Culture<br>Community groups | -                             | Long term | \$50,000 |



appendix 1  
road cross-sections



collector street  
1:200@a3



**local road**  
1:200@a3

**hansen**

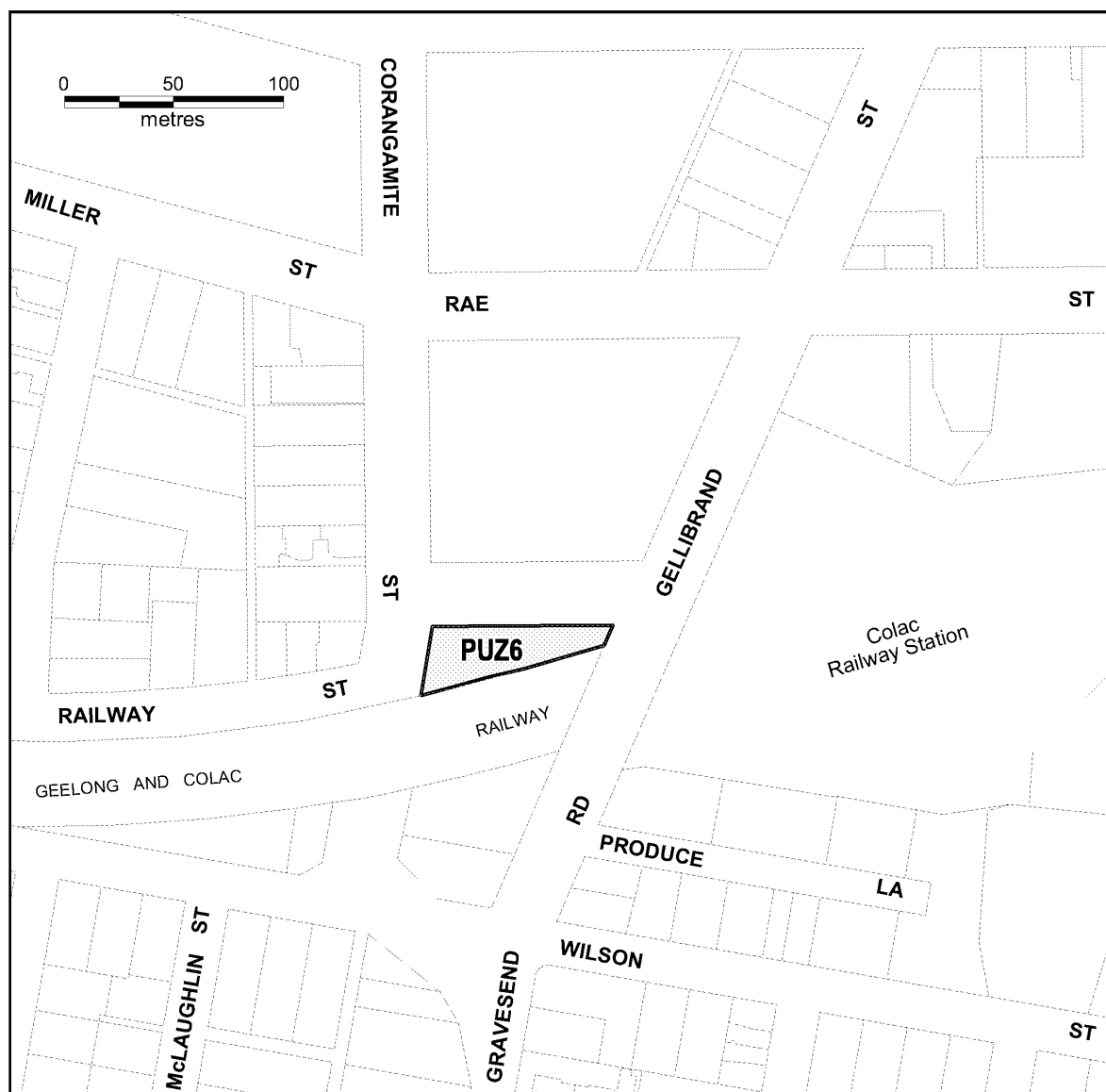
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## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



Part of Planning Scheme Map 11

### LEGEND

**PUZ6** PUBLIC USE ZONE - LOCAL GOVERNMENT

## AMENDMENT C72

| Amendments Co-ordination Team |  
| Planning & Building Systems |  
| Planning, Building & Heritage |



Department of Planning  
and Community Development

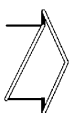
003

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION



LEGEND  
DDO9 DESIGN AND DEVELOPMENT  
OVERLAY SCHEDULE 9

PREPARED BY PLANNING SYSTEMS SERVICES  
Statutory Planning Systems Team  
Planning and Local Government



AMENDMENT C72

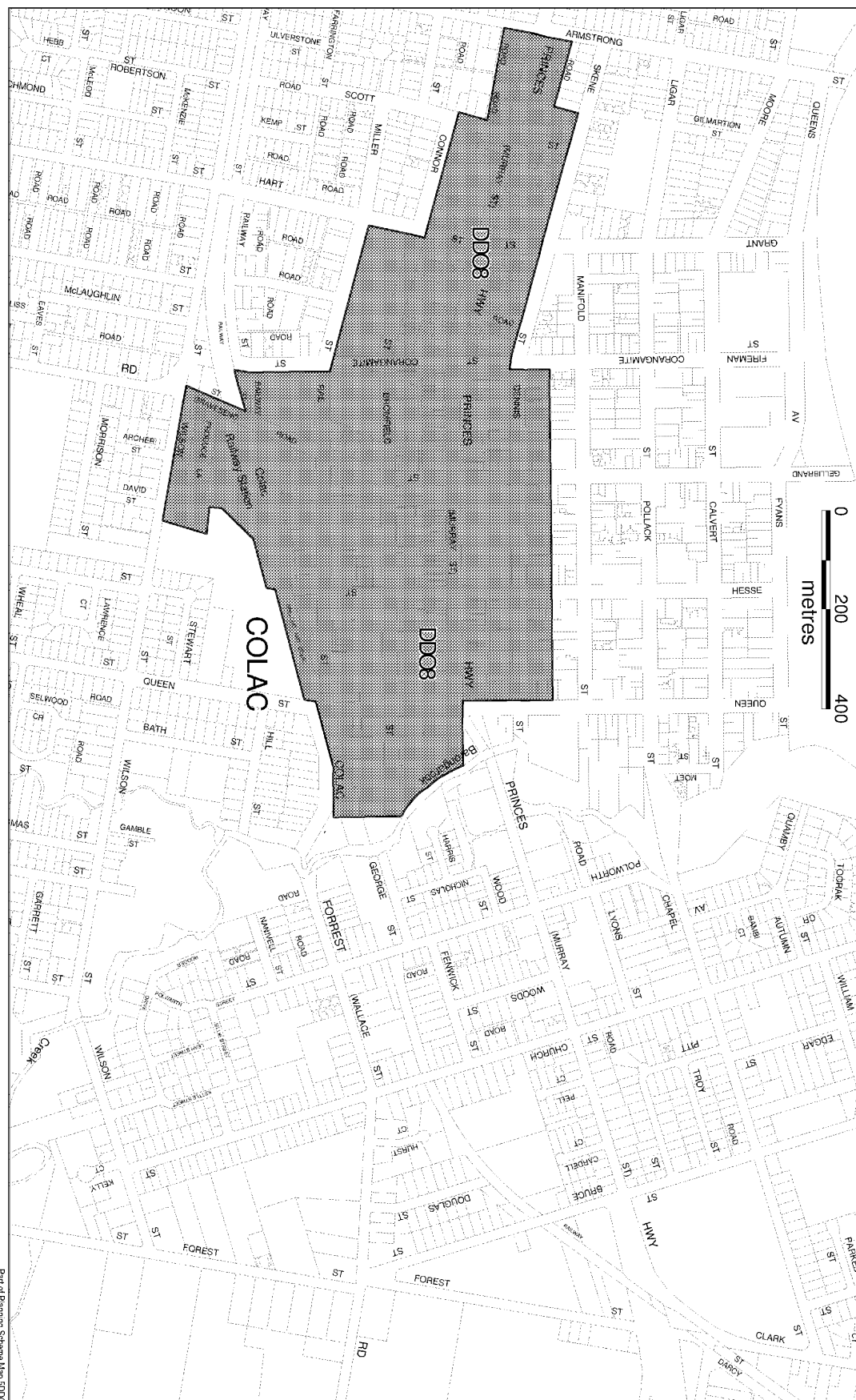


Department of Planning  
and Community Development

Part of Planning Scheme Maps SDOO 11000

01/1

COLAC OTWAY PLANNING SCHEME - LOCAL PROVISION

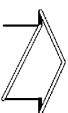


LEGEND

DDO8 DESIGN AND DEVELOPMENT  
OVERLAY - SCHEDULE 8

PREPARED BY PLANNING SYSTEMS SERVICES  
Statutory Planning Systems Section  
Planning and Local Government

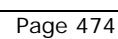
AMENDMENT C72



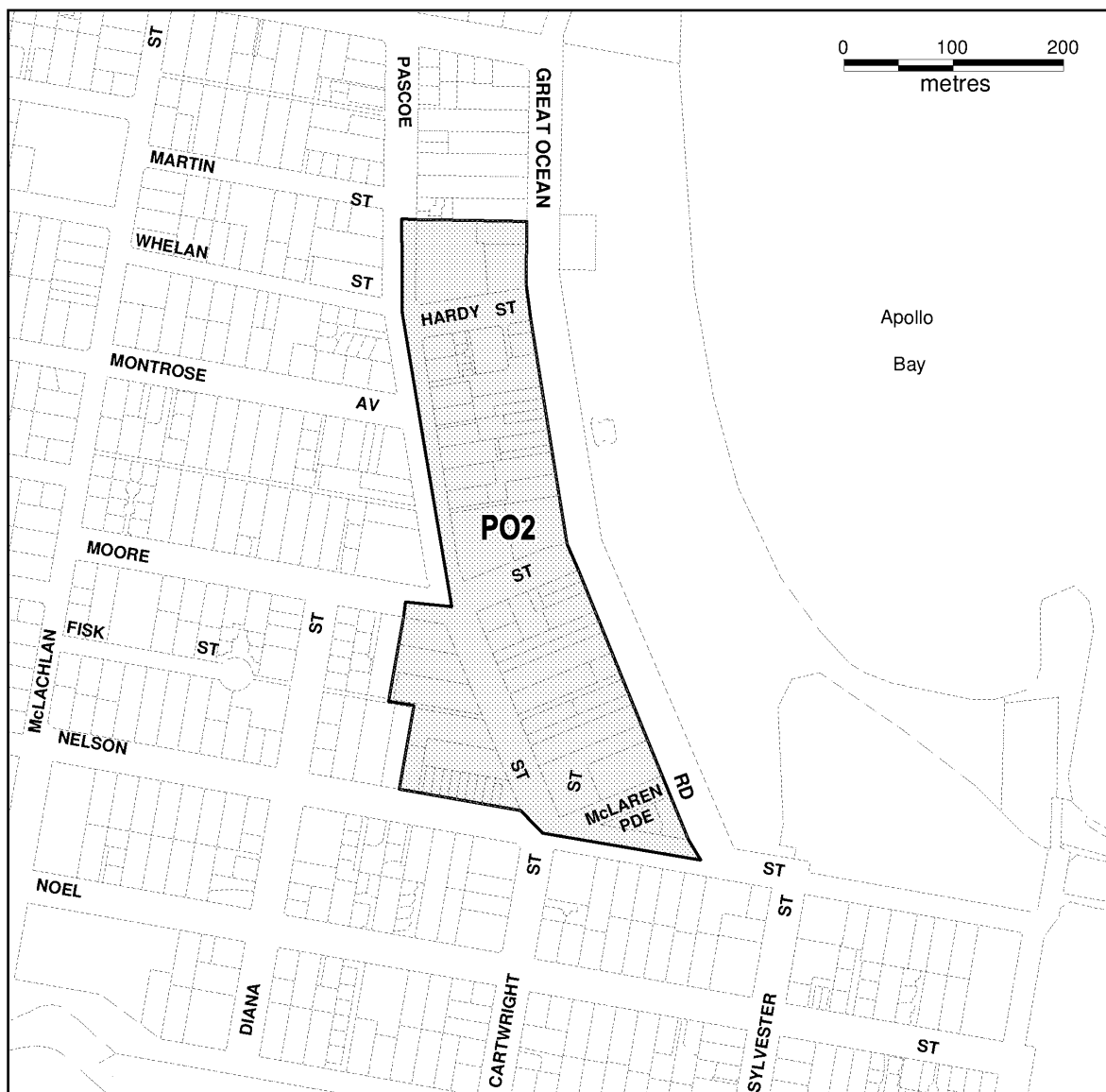
Department of Planning  
and Community Development

Part of Planning Scheme Map 5000

05/2



## COLAC OTWAY PLANNING SCHEME LOCAL PROVISION



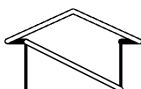
Part of Planning Scheme Map 29PO

### LEGEND

**P02** PARKING OVERLAY - SCHEDULE 2

## AMENDMENT C72

| Amendments Co-ordination Team |  
| Planning & Building Systems |  
| Planning, Building & Heritage |



Department of Planning  
and Community Development

006



## Amendment C72

### List of changes to the Colac Otway Planning Scheme

| Clause / Map Numbers                   | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Comment                                                                |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>PLANNING SCHEME MAP CHANGES</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |
| Map No. 11ZN                           | Planning Scheme Map is amended in the manner shown on the attached map marked "Colac Otway Planning Scheme, Amendment C72".                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Amends the planning scheme maps.                                       |
| Map Nos. 5DDO and 11DDO                | Planning Scheme Maps are amended in the manner shown on the attached maps marked "Colac Otway Planning Scheme, Amendment C72".                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Amends the planning scheme maps.                                       |
| Map Nos. 11PO and 29PO                 | Insert new Planning Scheme Map No 11PO and 29PO in the manner shown on the attached map marked "Colac Otway Planning Scheme, Amendment C72".                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Inserts new planning scheme maps into the Colac Otway Planning Scheme. |
| <b>TABLE OF CONTENTS</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |
| Table of Contents                      | Insert: "Clause 45.09 Parking Overlay".                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Updates the Table of Contents.                                         |
| <b>LOCAL PLANNING POLICY FRAMEWORK</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |
| Clause 21.02                           | Replace Subclause 21.02-2 with:<br><br>In terms of land use development, Council has a vision around the following key land use themes.<br><br><b>Townships</b> <ul style="list-style-type: none"> <li>▪ The Colac Structure Plan (2007) includes the following vision for Colac: <ul style="list-style-type: none"> <li>• 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.</li> </ul> </li> <li>▪ The Colac CBD and Entrances Project (2012) includes the following vision for Colac CBD: <ul style="list-style-type: none"> <li>• Become known as the 'Botanic Garden City'.</li> <li>• Be a pedestrian-focused place, accessible for people of all ages and abilities.</li> <li>• Grow as a thriving rural centre of retail, business and community services.</li> <li>• Connect to its natural systems of the Lake and creek corridors.</li> <li>• Proudly express its heritage in the built and natural environment.</li> </ul> </li> </ul> | Introduces a new Vision for the Colac CBD                              |

| Clause / Map<br>Numbers | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Comment |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                         | <ul style="list-style-type: none"> <li>· Be renowned for its collection of great buildings from all eras of the City's development.</li> <li>· Present an impressive image along the Princes Highway corridor, from the edges of the City to its core.</li> <li>▪ The Apollo Bay Structure Plan (2007) includes the following vision for Apollo Bay, Marengo and Skenes Creek: <ul style="list-style-type: none"> <li>· Apollo Bay, Marengo and Skenes Creek will remain as distinct coastal settlements, each with a separate identity and local character;</li> <li>· 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;</li> <li>· 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;</li> <li>· 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;</li> <li>· 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.</li> </ul> </li> <li>▪ The Kennett River, Wye River and Separation Creek Structure Plans (2008) include the following vision for Kennett River, Wye River and Separation Creek: <ul style="list-style-type: none"> <li>· Kennett River, Wye River and Separation Creek will remain as distinct coastal towns nestled in the foothills of the Otway Ranges.</li> <li>· The primary role of the coastal towns will be to provide housing for permanent and part time residents and to provide a diverse range of holiday accommodation.</li> <li>· The impact of the coastal towns on the natural environment will be as minimal as possible with coastal hazards, river flooding and water and wastewater being sustainably managed and vegetation acknowledged and valued.</li> <li>· The coastal towns have a low growth capacity and all future growth will be contained within existing settlement boundaries.</li> </ul> </li> <li>▪ Major urban development will take place in the main, fully serviced centres of Colac and Apollo Bay.</li> <li>▪ Urban development in Colac and Apollo Bay will be contained within settlement</li> </ul> |         |

| Clause / Map<br>Numbers | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Comment |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                         | <p>boundaries.</p> <ul style="list-style-type: none"> <li>▪ Apollo Bay will develop to modest heights and scale and will provide a diversity of housing choice.</li> <li>▪ Colac will develop to provide a diversity of housing choice.</li> <li>▪ Major industrial and commercial development will occur in Colac.</li> <li>▪ 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.</li> </ul> <p><b>Cultural Heritage</b></p> <ul style="list-style-type: none"> <li>▪ The Koori culture of the Shire is acknowledged and will be celebrated.</li> <li>▪ The Shire's significant cultural heritage resources will be conserved and enhanced.</li> <li>▪ Any adaptation or development of heritage places or areas will be in a manner sympathetic to their significance.</li> </ul> <p><b>Rural living</b></p> <ul style="list-style-type: none"> <li>▪ Rural living will be directed to nominated areas.</li> </ul> <p><b>Agriculture</b></p> <ul style="list-style-type: none"> <li>▪ High quality agricultural land will be protected.</li> <li>▪ Agricultural diversity and a sustainable forestry and timber industry will be encouraged in the region.</li> <li>▪ Grazing and cropping farming practices are the preferred land uses in areas designated as "farmland of strategic significance".</li> </ul> <p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>▪ Opportunities for tourism are provided to contribute to the growth of the Shire.</li> <li>▪ Tourism growth will be managed sustainably and the environmental and landscape assets that attract tourists and new residents alike will be protected.</li> <li>▪ Limited opportunities will be provided for tourist related activities in the Apollo Bay</li> </ul> |         |

| Clause / Map<br>Numbers | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Comment |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                         | <p>hinterland and the Otways.</p> <p><b>Environmental features</b></p> <ul style="list-style-type: none"> <li>▪ Significant rural and coastal landscapes will be preserved and protected.</li> <li>▪ 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.</li> <li>▪ Development will respond to environmental risks such as bushfire, flooding, landslip, erosion and salinity.</li> <li>▪ 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.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |         |
| <p>Clause 21.03</p>     | <p>Replace Subclause 21.03-2 with:</p> <p><b>Overview</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>▪ A township boundary to clearly identify the extent of future development and enable the protection of valuable farming land that surrounds the township.</li> <li>▪ Consolidation around the town centre and activity nodes taking into account heritage constraints.</li> <li>▪ Provision of a secondary commercial node to cater for the growing area of Elliminyt.</li> <li>▪ Retention and enhancement of Colac's heritage assets.</li> <li>▪ Protection of Lake Colac from inappropriate industrial development.</li> <li>▪ Provision of an adequate supply of industrial land consolidated in east Colac.</li> <li>▪ 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.</li> <li>▪ Better integration between Colac and Lake Colac through design features and foreshore</li> </ul> |         |

| Clause / Map<br>Numbers | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Comment |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                         | <p>development.</p> <ul style="list-style-type: none"> <li>Increased opportunity for recreational linkages between key activity areas including Lake Colac.</li> <li>Urban design improvements for the enhancement of the Colac Town Centre and main street.</li> <li>Improved traffic management in Colac.</li> <li>Strategies to create a precinct to focus community learning through a multi-purpose education, recreation and community precinct.</li> <li>There is a need to identify a heavy vehicle by-pass of the Murray Street retail centre.</li> </ul> <p>The <i>Colac CBD and Entrances Project Final Plan (2012)</i> outlines proposals for the enhancement of Colac CBD and its eastern and western entrances which focus on the design of building and spaces.</p> <p>The Plan's key recommendations are to:</p> <ul style="list-style-type: none"> <li>Develop Colac as a 'Botanic Garden City' with thematic tree planting throughout the CBD, linking the Botanic Gardens, Beechy Precinct and Barongarook Creek corridor.</li> <li>Improve the eastern entrance to the CBD with enhanced landscaping and views to heritage buildings, widened pedestrian pathways over the Barongarook Creek bridge and improved visibility to the Visitor Information Centre.</li> <li>Enhance priority streetscapes:</li> </ul> <p>Improve Murray Street West's streetscape with tree planting and other works, continuing the design theme of the central part of Murray Street. Improve Bromfield Street's streetscape with new tree planting, improved pedestrian access, bicycle lanes and the redevelopment of underused land at the rear of Murray Street shops with improved pedestrian links through to Murray Street. Upgrade Memorial Square's western edge with refurbished amenities and a shared space where pedestrians have priority which could ultimately be extended around the park and south along Gellibrand Street to the Station. Improve Murray Street East's streetscape with road side tree planting, upgraded footpath pavement, pedestrian crossings and street furniture, and infill planting where gaps exist.</p> <ul style="list-style-type: none"> <li>Improve the outer approaches to Colac with new landscaping, framing views to the Lake and providing guidelines for signage.</li> <li>Improve the laneway network.</li> </ul> <p>Provide new and improved bicycle lanes.</p> <p>Apply built form guidelines to the CBD with emphasis on the inner retail areas to maintain the 'fine grain' character of these areas and to ensure a high quality of new architecture and the protection of heritage buildings.</p> |         |

| Clause / Map<br>Numbers | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Comment |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                         | <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>▪ To manage the growth of Colac consistent with its role as the major urban centre of the Shire.</li> <li>▪ To enhance the built and natural environment of Colac.</li> <li>▪ To develop a unifying design theme for Colac – ‘Colac Botanic Garden City’ – as a memorable and identifying feature of the town.</li> <li>▪ To create landscape links between the main activity areas of the CBD and its principal open spaces.</li> <li>▪ To improve the amenity and appearance of Colac’s main pedestrian streets and town entrances.</li> <li>▪ To create a pedestrian-focussed, accessible and well-connected public realm, particularly for those with limited mobility.</li> <li>▪ To promote sustainable methods of transport, supporting walking and cycling as viable alternatives to car travel.</li> <li>▪ To manage the road network to optimise its safety, efficiency and amenity for all road users.</li> </ul> <p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that the development of Colac occurs generally in accordance with the strategic directions outlined in the Colac Framework Plan and the Colac CBD Framework Plan attached to this Clause.</li> <li>▪ 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.</li> <li>▪ Create additional residential opportunities close to the Colac town centre.</li> <li>▪ Provide adequate car parking to cater for commercial development consistent with the Colac Commercial Centre Parking Precinct Plan 2011, recognising that opportunity exists to take advantage of underutilised street parking and shared off street parking.</li> <li>▪ Ensure new development in the hospital precinct of the CBD provides on-site parking to meet projected demand and does not contribute further to on street parking pressures.</li> <li>▪ Retain heritage places and areas as significant components of Colac’s character and</li> </ul> |         |

| Clause / Map<br>Numbers | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Comment |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                         | <p>attractiveness and encourage their adaptive re-use and restoration.</p> <ul style="list-style-type: none"> <li>▪ Designate areas of rural land between Elliminyt and Colac (east and west of Colac - Lavers Hill Road) as rural lifestyle opportunities.</li> <li>▪ 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.</li> <li>▪ Discourage any additional or new industrial development adjacent to Lake Colac.</li> <li>▪ Encourage the relocation of existing 'inappropriate' industrial uses out of the town centre.</li> <li>▪ Ensure that major retail and commercial development locate within the Colac CBD rather than outside the town centre.</li> <li>▪ Identify new industrial opportunities in Colac East which provide areas suited to a diverse range of light to general industrial activities.</li> <li>▪ Improve the appearance of existing industrial development in Colac to provide more attractive and inviting entrances to the town.</li> <li>▪ Designate land in Elliminyt for a community / commercial node.</li> <li>▪ Provide for commercial type uses on Colac-Lavers Hill Road.</li> <li>▪ Provide opportunities for expansion of the east Colac Highway Business area.</li> <li>▪ Ensure major retail and commercial development locate within the Colac CBD (Business 1 and 2 zoned land only) rather than outside the town area.</li> <li>▪ Ensure major retail and commercial developments locate within the Colac CBD (Business 1 and 2 zoned land only) rather than outside the town centre.</li> <li>▪ Minimise the impact of the Colac Water Reclamation Plant on development on nearby land.</li> <li>▪ 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.</li> <li>▪ Create a multi-purpose education, recreation and community precinct to focus community learning.</li> <li>▪ Investigate options for a heavy vehicle by-pass of the Murray Street retail centre.</li> <li>▪ Encourage redevelopment of underused or vacant sites (e.g. surface car parks, vacant land at the rear of buildings, upper levels of single storey buildings) in the CBD.</li> <li>▪ Encourage the upgrading of shopfronts and building facades in the CBD, particularly on Murray Street and around Memorial Square.</li> </ul> |         |

| Clause / Map Numbers | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Comment                                           |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
|                      | <ul style="list-style-type: none"> <li>Encourage the removal of excessive roof top, above verandah and free standing signs, and other visually dominant signs, as sites are redeveloped.</li> <li>Develop a permeable network of active laneways and arcades in the CBD, including improved pedestrian thoroughfares between Murray and Bromfield Streets.</li> <li>Create and improve pedestrian thoroughfares between Murray and Bromfield Streets.</li> <li>Encourage and facilitate a high quality of architecture within the CBD through the implementation of building design guidelines.</li> <li>Encourage new development to provide an active frontage to the streetscapes and car parks, including the provision of active frontages to Bromfield Street for buildings fronting Murray Street.</li> <li>Encourage the reinstatement of verandahs on older buildings and encourage verandahs on new buildings for weather protection.</li> <li>Encourage planting on properties along the eastern and western entrances to Colac, particularly where it has potential to screen industrial activities.</li> <li>Undertake and implement a strategy for the co-ordination and design of all signage along the eastern and western entrance corridors to Colac.</li> <li>Encourage new development within the CBD to incorporate Environmentally Sustainable Design (ESD) initiatives.</li> <li>Maintain the 'fine grain' character of inner retail areas.</li> </ul> |                                                   |
| Clause 21.03         | <p>Replace Subclause 21.03-3:</p> <p><b>Access and Parking</b></p> <ul style="list-style-type: none"> <li>Strengthen the pedestrian and cyclist connections between Marengo, Apollo Bay and Skenes Creek.</li> <li>Create a highly walkable town centre in Apollo Bay with safe and convenient access to shops, community facilities and recreational activities.</li> <li>Manage the orderly flow of traffic at all times of the year and enhance pedestrian safety and movement.</li> <li>Ensure the future parking needs of Apollo Bay are met and parking congestion in the Great Ocean Road is minimised, with car parking for commercial development in the CBD to comply with the Apollo Bay Car Parking Precinct Plan (2011)</li> <li>Support, promote and improve public transport.</li> <li>Ensure continued and improved air access to the Apollo Bay region.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Updates the Strategies for Apollo Bay and Marengo |

| Clause / Map Numbers      | Change                                                                                                                                                                                                                                                                                               | Comment                                                                                                   |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Clause 21.06              | Insert a new Clause 21.06 in the form of the attached document                                                                                                                                                                                                                                       | Updates the application of overlay controls, deletes redundant requirements and adds a new action.        |
| Clause 21.07              | Introduce the following new reference documents: <ul style="list-style-type: none"> <li>Colac CBD and Entrances Report, Planisphere (2012)</li> <li>Apollo Bay Commercial Centre Parking Precinct Plan, AECOM (2011)</li> <li>Colac Commercial Centre Parking Precinct Plan, AECOM (2011)</li> </ul> | Introduces three new reference documents to the Local planning Policy Framework.                          |
| <b>OVERLAYS</b>           |                                                                                                                                                                                                                                                                                                      |                                                                                                           |
| Clause 43.02 Schedule 1   | Replace Schedule 1 in the form of the attached document.                                                                                                                                                                                                                                             | Updates the DDO for the eastern entrance to Colac                                                         |
| Clause 43.02 Schedule 3   | Replace Schedule 3 in the form of the attached document.                                                                                                                                                                                                                                             | Updates the DDO for the western entrance to Colac                                                         |
| Clause 43.02 Schedule 8   | Insert a new Schedule 8 to Clause 43.02 in the form of the attached document.                                                                                                                                                                                                                        | Inserts the Design and Development Overlay to the Colac CBD.                                              |
| Clause 43.02 Schedule 9   | Insert a new Schedule 9 to Clause 43.02 in the form of the attached document.                                                                                                                                                                                                                        | Inserts the Design and Development Overlay to 413-437 & 441-479 Murray Street Colac.                      |
| Clause 45.09              | Insert a new Clause 45.09 in the form of the attached document.                                                                                                                                                                                                                                      | Inserts the Parking Overlay into the Colac Otway Planning Scheme.                                         |
| Clause 45.09 Schedule 1   | Insert a new Schedule 1 to Clause 45.09 in the form of the attached document.                                                                                                                                                                                                                        | Inserts the Parking Overlay to the Colac commercial area.                                                 |
| Clause 45.09 Schedule 2   | Insert a new Schedule 2 to Clause 45.09 in the form of the attached document.                                                                                                                                                                                                                        | Inserts the Parking Overlay to the Apollo Bay commercial area.                                            |
| <b>GENERAL PROVISIONS</b> |                                                                                                                                                                                                                                                                                                      |                                                                                                           |
| Clause 61.03 Schedule     | Insert new Planning Scheme Map Nos. 11PO and 29PO                                                                                                                                                                                                                                                    | Updates the Schedule to Clause 61.03 to insert planning scheme maps from the Colac Otway Planning Scheme. |
| <b>LIST OF AMENDMENTS</b> |                                                                                                                                                                                                                                                                                                      |                                                                                                           |
| List of Amendments        | Insert:<br>Amendment number "C72". In operation from "[DATE TO BE INSERTED BY DPCD]", Brief description:<br>"Implements the recommendations of the Colac CBD and Entrances Report, Planisphere (2012)."                                                                                              | Updates the list of amendments in the Colac Otway Planning Scheme.                                        |

| Clause / Map<br>Numbers | Change                                                                                                                                                                                                                                                                                                                                                         | Comment |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                         | <i>Coliac and Apollo Bay Parking Strategy</i> , AECOM (2011), in the planning scheme by updating, applying new DDO controls to parts of Coliac, introducing the Parking Overlay with schedules for the Coliac and Apollo Bay CBD's and Parking Precinct Plans, rezoning land in Coliac for local government purposes and introducing new reference documents." |         |

*Planning and Environment Act 1987*

## **COLAC OTWAY PLANNING SCHEME**

### **AMENDMENT C72**

#### **EXPLANATORY REPORT**

##### **Who is the planning authority?**

The amendment has been prepared by the Colac Otway Shire Council, who is the planning authority for this amendment.

The amendment has been made at the request of Colac Otway Shire Council.

##### **Land affected by the amendment**

The amendment applies to the following land in Colac:

- . the Colac Central Business District that is generally defined by the existing Business 1 and Business 2 zones;
- . the eastern town entrances north and south of Princes Highway that is defined by the Industrial 1 Zone;
- . the western town entrance that is defined by the Business 4 Zone;
- . 413-437 and 441-479 Murray Street (Princes Highway) Colac; and
- . 2-26 Railway Street Colac

The amendment also applies to the land in the Apollo Bay Central Business District that is defined by the existing Business 1 zone.

##### **What the amendment does**

The amendment proposes to:

###### Colac

- . Amend Clause 21.02-2 (Land use vision) of the Colac Otway Planning Scheme (Municipal Strategic Statement) to introduce the Colac CBD vision from the *Colac CBD and Entrances Report*, Planisphere (2012);
- . Amend Clause 21.03-2 (Colac) to introduce the recommendations of the *Colac CBD and Entrances Project*, Planisphere (2012) and a new Colac CBD Framework Plan; and *Colac and Apollo Bay Car Park Strategy* AECOM (2011).
- . Amend Clause 21.06 (General implementation) to update the application of overlay controls.
- . Replace the Design and Development Overlay control – Schedule 1 (Industrial Area on the Eastern edge of Colac) with an amended Schedule 1 (Colac Eastern Entrance and Industrial Area);
- . Replace the Design and Development Overlay control – Schedule 3 (Colac Highway Business) with a new Schedule 3 (Colac Western Entrance);
- . Apply the Design and Development Overlay control – Schedule 8 (Colac CBD) to the Colac CBD generally defined by the current Business 1 and 2 zones;
- . Apply a new Design and Development Overlay control – Schedule 9 to 413-437 and 441-479 Murray Street Colac to introduce the recommendations of *Colac CBD and Entrances Report*, Planisphere (2012) for new landscaping at the site;

- . Introduce the Parking Overlay control and Schedule 1 (Colac Commercial Centre); and
- . Rezone the former Home Hardware site at 2-16 Railway Street Colac from Business 2 Zone to Public Use Zone 6 – Local Government.

Apollo Bay

- . Introduce Schedule 2 (Apollo Bay Commercial Centre) to the Parking Overlay.

Reference Documents

- . Amend Clause 21.07 (Reference documents) to introduce the *Colac CBD and Entrances Project*, Planisphere (2012)
- . Introduce the *Colac Commercial Centre Parking Precinct Plan*, AECOM (2011) and the *Apollo Bay Commercial Centre Parking Precinct Plan*, AECOM (2011) as Reference Documents in the planning scheme;

**Strategic assessment of the amendment**

**• Why is the amendment required?**

The amendment is required to introduce the recommendations of recently completed strategic planning work arising from the:

- . *Colac CBD and Entrances Report*, Planisphere (2012)
- . *Colac and Apollo Bay Car Parking Strategy*, AECOM (2011)
- . *Colac Commercial Centre Parking Precinct Plan*, AECOM (2011)
- . *Apollo Bay Commercial Centre Parking Precinct Plan*, AECOM (2011)

For Colac, the amendment introduces a new vision for the CBD based around a 'Botanic Garden City' theme via street tree plantings to link the CBD to the Botanic Gardens and a more pedestrian and cycling friendly environment. It also introduces built form controls (via the Design and Development Overlay control) for the first time in the CBD that seek to require a high standard of architecture for new buildings, encourage redevelopment of existing buildings, protect heritage buildings and encourage appropriate residential development in the CBD. New and amended built form controls are also proposed for the town entrances east and west of the Colac CBD along the Princes Highway corridor.

A Parking Overlay for Colac and Apollo Bay (Schedules 1 and 2) will reduce the state-standard parking rates of Clause 52.06 for certain uses. For Apollo Bay, the Schedule 2 to the Parking Overlay also introduces a financial contribution payment of \$13,000 per space where parking cannot be provided on site for a development.

The Colac Otway Shire Council has purchased 2-16 Railway Street Colac (former Home Hardware building) which adjoins civic offices, library, COPAC in the Colac CBD. Its rezoning to the Public Use Zone will enable its redevelopment as an important piece of publically owned land in the Colac CBD.

**• How does the amendment implement the objectives of planning in Victoria?**

All the objectives of planning in Victoria are relevant however the most pertinent ones are:

- . to provide for the fair, orderly, economic and sustainable use, and development of land; and
- . to conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value.

Development will be facilitated in accordance with these objectives.

The amendment introduces new design controls for the Colac CBD and its town entrances which will assist in the sustainable development of land, the protection of heritage buildings and development adjacent to heritage buildings that considers the significance of these buildings. It also seeks to ensure that development achieves the design outcome of the Colac CBD and Entrances Strategy.

The use of reduced car parking rates for the Colac and Apollo Bay commercial areas and a financial contribution for the Apollo Bay CBD where parking cannot be provided on site is a fair and consistent application of the car parking provisions of the Colac Otway Planning Scheme.

- **How does the amendment address the environmental effects and any relevant social and economic effects?**

The amendment will not have any environmental effects. The new provisions support the retention and protection of heritage buildings and will assist in enhancing the character of the Colac CBD.

Other measures that will be implemented outside of the planning scheme such as streetscape and traffic management improvements will ensure the Colac CBD will over time become more pedestrian friendly and meet the new vision of the Colac as the Botanic Garden City. New development will be required to meet higher architectural standards.

Local businesses will benefit from the reduced car parking rates and the ability to make a financial contribution to offset parking requirements for Apollo Bay will ensure there is an equitable and fair approach to the provision of parking in the Apollo Bay CBD.

The rezoning of the former Home Hardware building in the municipal precinct of the Colac CBD will facilitate its re-use for local government purposes.

- **Does the amendment address relevant bushfire risk?**

The amendment will not result in an increased bushfire risk.

- **Does the amendment comply with the requirements of any Minister's Direction applicable to the amendment?**

The amendment is consistent with the Ministerial Direction on the Form and Content of Planning Schemes under section 7(5) of the Act and complies with Ministerial Direction Number 11, Strategic Assessment of Amendments.

- **How does the amendment support or implement the State Planning Policy Framework?**

The relevant clauses from the SPPF are:

- Clause 11.01-2 (Activity centre planning) which seeks to encourage the concentration of major retail, residential, commercial, administrative, entertainment and cultural developments into activity centres which provide a variety of land uses and are highly accessible to the community;
- Clause 15.01-2 (Urban design principles) seeks to achieve architectural and urban design outcomes that contribute positively to local urban character and enhance the public realm while minimising detrimental impact on neighbouring properties;
- Clause 17.01-1 (Business) seeks to encourage development which meets the communities' needs for retail, entertainment, office and other commercial services and provides net community benefit in relation to accessibility, efficient infrastructure use and the aggregation and sustainability of commercial facilities; and

- Clause 18.02-5 (Car parking) seeks to ensure an adequate supply is appropriately design and located.

The amendment will assist in meeting these objectives by supporting the continued development of the Colac CBD with improved development and architectural outcomes.

The provision of car parking in the Colac and Apollo Bay CBD's will be fairer and more equitable with the introduction of the schedules to the Parking Overlay control.

- **How does the amendment support or implement the Local Planning Policy Framework?**

The amendment is generally supportive of the Municipal Strategic Statement and local planning policy. However it will update the LPPF in the following manner:

- introduce a new Vision for the Colac CBD in Clause 21.02-2 (Land use vision) that reflects the new theme of the Botanic Garden City.
- amend Clause 21.03-2 and 21.03-3 (Colac) to implement the recommendations of the *Colac CBD and Entrances Precinct Project*, Planisphere, May 2012 and the *Colac Commercial Centre Parking Precinct Plan*, AECOM, December 2011. A new Colac CBD Framework Plan provides an appropriate amount of detail to the CBD and its environs to guide the areas' development.

- **Does the amendment make proper use of the Victoria Planning Provisions?**

The amendment makes proper use of the VPP by introducing new or amending existing Design and Development Overlay controls to guide the built form development of the Colac CBD and the its town entrances.

The introduction of the Parking Overlay for Colac and Apollo Bay commercial areas provides local flavour to the state provisions contained in Clause 52.06.

- **How does the amendment address the views of any relevant agency?**

The development of the *Colac CBD and Entrances Project*, Planisphere (2012), the *Colac and Apollo Bay Car Parking Strategy*, AECOM (2011), the *Colac Commercial Centre Parking Precinct Plan*, AECOM (2011) and the *Apollo Bay Commercial Centre Parking Precinct Plan*, AECOM (2011) all included opportunities for input from agencies, including the Department of Planning and Community Development and Vic Roads.

- **Does the amendment address relevant requirements of the Transport Integration Act 2010?**

The amendment will have no direct impact on transport in the area. However the Colac CBD and Entrances Precinct report does include initiatives aimed at making the CBD more pedestrian friendly.

### **Resource and administrative costs**

- **What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?**

The reference and incorporated documents and associated policy and controls introduced as part of this amendment will assist the decision making process of council and help reduce resource costs. There are no significant changes to planning permit requirements.

### **Panel hearing dates**

In accordance with clause 4(2) of Ministerial Direction No.15 the following panel hearing dates have been set for this amendment:

- directions hearing: 8 July, 2013
- panel hearing: week beginning 7 August, 2013

### **Where you may inspect this Amendment**

The amendment is available for public inspection, free of charge, during office hours at the following places:

#### **Colac Otway Shire Council**

2-6 Rae Street,  
COLAC VIC 3250

#### **Colac Community Library & Learning Centre**

173 Queen Street  
COLAC VIC 3250

#### **Colac Otway Shire Council**

Apollo Bay Customer Service Centre  
69 Nelson Street,  
APOLLO BAY VIC 3233

#### **Colac Otway Shire Council**

Sustainable Planning and Development Service Centre  
101-105 Gellibrand Street,  
COLAC VIC 3250

On Council's website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

The amendment can also be inspected free of charge at the Department of Planning and Community Development website at [www.dpcd.vic.gov.au/planning/publicinspection](http://www.dpcd.vic.gov.au/planning/publicinspection).

~~Planning and Environment Act 1987~~

**COLAC OTWAY PLANNING SCHEME**

**AMENDMENT C72**

**INSTRUCTION SHEET**

The planning authority for this amendment is the Colac Otway Shire Council.

The Colac Otway Planning Scheme is amended as follows:

**Planning Scheme Maps**

The Planning Scheme Maps are amended by a total of 6 attached maps.

**Zoning Maps**

1. Planning Scheme Map Nos. 5 and 11 are amended in the manner shown on the 2 attached maps marked "Colac Otway Planning Scheme, Amendment C72".

**Overlay Maps**

2. Planning Scheme Map Nos 5DDO and 11DDO are amended in the manner shown on the 2 attached maps marked "Colac Otway Planning Scheme, Amendment C72".
3. Insert new Planning Scheme Map Nos 11PO and 29PO in the manner shown on the 2 attached maps marked "Colac Otway Planning Scheme, Amendment C72".

**Planning Scheme Ordinance**

The Planning Scheme Ordinance is amended as follows:

4. In Local Planning Policy Framework – replace Clause 21.02 with a new Clause 21.02 in the form of the attached document. The changes are as follows:
  - Subclause 21.02-2 has been amended.
5. In Local Planning Policy Framework – replace Clause 21.03 with a new Clause 21.03 in the form of the attached document. The changes are as follows:
  - Subclause 21.03-2 has been amended.
  - Subclause 21.03-2 has been amended.
6. In Local Planning Policy Framework – replace Clause 21.06 with a new Clause 21.06 in the form of the attached document. The changes are as follows:
  - Updating the application of overlay controls, deleting strategic work that has been completed and inserting new further action requirements.
7. In Local Planning Policy Framework – replace Clause 21.07 with a new Clause 21.07 in the form of the attached document. The changes are as follows:
  - Add the Colac CBD and Entrances Project, Planisphere (2012)

- Colac Commercial Centre Parking Precinct Plan and the Apollo Bay Commercial Centre Parking Precinct Plan, AECOM (2011) as reference documents in the planning scheme.
8. In Overlays – Clause 43.02, replace Schedule 1 with a new Schedule 1 in the form of the attached document. The changes are as follows:
    - Schedule title has been amended.
    - Subclauses 1, 2, 4 and 5 have been amended.
  9. In Overlays – Clause 43.02, replace Schedule 3 with a new Schedule 3 in the form of the attached document. The changes are as follows:
    - Schedule title has been amended.
    - Subclauses 1, 2, 4 and 5 have been amended.
  10. In Overlays – following Clause 43.02, insert new Schedules 8 and 9 in the form of the attached documents.
  11. In Overlays – insert Clause 45.09 in the form of the attached document.
  12. In Overlays – following Clause 45.09, insert new Schedules 1 and 2 in the form of the attached documents.
  13. In General Provisions – Clause 61.03, replace the schedule with a new Schedule in the form of the attached document.

End of document

COLAC OTWAY PLANNING SCHEME

--/--/20--  
Proposed C72

**SCHEDULE 1 TO THE DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO1**

**COLAC EASTERN ENTRANCE AND INDUSTRIAL AREA**

**1.0 Design objectives**

--/--/20--  
Proposed C72

To enhance the arrival experience into central Colac from the east.

To ensure that the industrial area on the eastern entrances to Colac is retained for the development of large scale industrial uses on large lots so that views of the lake and the quality of buildings and works enhance the landscape character of this entrance to the town.

**2.0 Buildings and works**

--/--/20--  
Proposed C72

Applications should meet the following standards:

- All buildings and works are to be set back 20 metres from the road frontage and only landscaping, visitor car parking and access ways is to be located within the setback area.
- All staff parking and loading bays are to be located to the side or rear of any buildings.
- Locating office components in a visible location at the front of the building and facades that are designed to add visual interest.
- Larger buildings should address bulk and massing issues through using a range of building materials and colours.
- The plot ratio for buildings is not to exceed 40% of the site area.
- Buildings should not exceed a height of 8 metres above natural ground level.
- Landscaping is to provide a range of hardy indigenous and exotic species where appropriate to soften the appearance of car parks and buildings. Landscaping should provide shading for buildings, define entrances and provide a buffer between buildings. A landscape strip along the front of buildings should be considered to screen views to the industrial area from the highway and frame views of the lake. Landscaping is to be completed within 6 months of the development or works being constructed.
- Rooftop, above-verandah and pole signs should be removed or rationalised as part of redevelopment, to reduce visual clutter.

**3.0 Subdivision**

--/--/20--  
Proposed C72

All lots should have a minimum area of five (5) ha.

**4.0 Advertising signs**

--/--/20--  
Proposed C72

Advertising controls are at Clause 52.05. Land affected by this schedule is in Category 3.

Signage should also address the following built form requirements.

- Avoid creating clutter in the development of new signage.
- Incorporate new signage into building design and avoid freestanding or roof top signs.

COLAC OTWAY PLANNING SCHEME

**5.0 Decision guidelines**

--/20--  
Proposed C72

Before deciding on an application the responsible authority must consider, in addition to the decision guidelines in Clauses 65 and 43.02-05, the following reports:

- Colac Structure Plan (2007)
- × Colac CBD & Entrances Project (2012)

COLAC OTWAY PLANNING SCHEME

--/--/20--  
Proposed C72

**SCHEDULE 3 TO THE DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO3**

**COLAC WESTERN ENTRANCE**

**1.0 Design objectives**

--/--/20--  
Proposed C72

To enhance the arrival experience into central Colac from the west.

To ensure the western entrance to Colac is developed so that the quality of buildings and works enhance the landscape character of this entrance to the town.

**2.0 Buildings and works**

--/--/20--  
Proposed C72

Applications should meet the following standards:

- All buildings and works are to be set back 20 metres from the road frontage and only landscaping, visitor car parking and access ways are to be located within the setback area.
- All staff parking and loading bays are to be located to the side or rear of any buildings.
- The plot ratio for buildings and is not to exceed 80 % of the site area.
- Buildings should not exceed a height of 8 metres above natural ground level.
- ✧ Locating office components in a visible location at the front of the building and facades that are designed to add visual interest.
- ✧ Larger buildings should address bulk and massing issues through using a range of building materials and colours.
- Landscaping is to be provided in accordance with a landscape plan approved to the satisfaction of the responsible authority. Landscaping is to provide a range of hardy indigenous and exotic species where appropriate to soften the appearance of car parks and buildings. Landscaping should provide shading for car parks, define entrances and provide a buffer between buildings. A landscape strip along the front of buildings should be considered to screen views to the highway business area from the street highway. Landscaping is to be completed within 6 months of the development or works being constructed.
- Rooftop, above-verandah and pole signs should be removed or rationalised as part of redevelopment, to reduce visual clutter.

**3.0 Subdivision**

--/--/20--  
Proposed C72

All lots should have a minimum area of 1000 square metres, except where reticulated sewerage is provided, in which case the minimum lot size should be 500 square metres.

**4.0 Advertising signs**

--/--/20--  
Proposed C72

Advertising controls are at Clause 52.05. Land affected by this schedule is in Category 3.

Signage should also address the following built form requirements.

- ✧ Avoid creating clutter in the development of new signage.
- ✧ Incorporate new signage into building design and avoid freestanding or roof top signs.

COLAC OTWAY PLANNING SCHEME

**5.0 Decision guidelines**

--/20--  
Proposed C72

Before deciding on an application the responsible authority must consider, in addition to the decision guidelines in Clauses 65 and 43.02-05, the following reports:

- Colac Structure Plan (2007)
- × Colac CBD & Entrances Project (2012)

COLAC OTWAY PLANNING SCHEME

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Proposed C72

**SCHEDULE 8 TO THE DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO 8**.

**COLAC CBD**

**1.0 Design objectives**

--/~/20--  
Proposed C72

Within all areas of the CBD covered by the overlay:

- create a distinct character and image for the CBD through the quality of new buildings.
- encourage the development of buildings that maximise use of available space within the CBD, and create a vibrant and people-focussed centre.
- protect the heritage buildings of the CBD.
- support high quality residential development within the CBD.
- create an attractive, pedestrian-focussed and well-connected public realm in the CBD.

Within the Finer Grain Area shown on map 1 of the schedule:

- require a high standard of architecture and urban design that enhances the street life of the core retail area.
- ensure that all buildings promote activity and enhance the pedestrian amenity of the core retail area.
- encourage a consistent scale of buildings, having regard to the existing core retail area that defines the streetscape and adds to the identity of the centre.
- create pedestrian-scaled and focussed street interfaces and reduce the visual, amenity and safety impacts of car parking and accessways.

**2.0 Buildings and works**

--/~/20--  
Proposed C72

A planning permit is not required for:

- The installation of an automatic teller machine.
- An alteration to an existing building façade provided:
  - The alteration does not include the installation of an external roller shutter.
  - At least 80 per cent of the building facade at ground floor level is maintained as an entry or window with clear glazing.
- An awning that projects over a road if it is authorised by the relevant public land manager.

New development should address the following land use and built form requirements.

- Note the Finer Grain Area is identified on *Map 1 – Colac CBD & Finer Grain Area* forming part of this Schedule.

**All areas of the CBD**

**New Development**

- Protect important view lines and CBD entrance corridors from inappropriate development and its associated signage.
- Orientate building entrances and windows to streets and lanes, with zero setbacks from street boundaries and car parking located to the rear.
- Encourage new development to provide an active frontage to the streetscapes and car parks, including the provision of active frontages to Bromfield Street for buildings fronting Murray Street.
- Ensure that buildings adjoining or opposite open spaces provide active frontages to increase interaction with and passive surveillance of the space.

COLAC OTWAY PLANNING SCHEME

- Avoid the construction of blank walls facing streets, lanes or public spaces.
- Minimise the impact of overshadowing of public spaces or private open spaces.
- Encourage new development on vacant or underused sites along Bromfield Street to contribute to the street's appearance, amenity and activity.
- Encourage the removal of excessive roof top, above verandah and free standing signs, and other visually dominant signs, particularly as uses change.

**Access & Pedestrian Amenity**

- Create and improve pedestrian thoroughfares between Murray and Bromfield Streets.
- Create and retain laneways that provide a pedestrian connection between main streets, and encourage their upgrade and redevelopment with active uses.
- Maintain appropriate vehicle access and car parking provision for local businesses at the western end of Murray Street.

**Heritage**

- Ensure that new development within, or adjacent to, an identified heritage place respects the scale, form and siting of the heritage building.
- Encourage the preservation of significant heritage buildings and encourage their adaptive re-use and restoration.
- Retain key views to landmark heritage buildings.
- Encourage the reinstatement of verandahs on older buildings and encourage verandahs on new buildings that extend over the footpath for weather protection.

**Identity & Character**

- Promote high quality contemporary architecture that complements the older buildings of the centre, and adds to the story of the town's development and its distinct eclectic character.
- Show design innovation and careful composition of all the elements that comprise the design of built form – openings, colours, materials, textures etc.
- Consider how lighting could be used creatively to enhance the night time appearance of buildings and pedestrian safety in the retail and pedestrian areas.

**Residential Development**

- Encourage the provision of outdoor areas in higher density development through the inclusion of small courtyard spaces, balconies at the upper levels or rooftop gardens.
- Locate and orient residential buildings to minimise adverse amenity impacts from adjoining uses, such as shops, cafes or loading/service areas.
- Ensure the provision of adequate servicing access.
- Provide acoustic insulation in mixed use developments or in residential developments that are located near potential noise sources.

**Environmentally Sustainable Design (ESD)**

- Encourage ESD measures that are integrated into new buildings or incorporated in the retrofitting of existing buildings e.g. energy efficiency and solar passive design, rooftop gardens, greater water efficiency, waste management practices, use of sustainable materials and adaptability of design. This should be particularly encouraged in larger commercial developments such as offices and supermarkets.

**Finer Grain Area**

**New Development**

- Require all new development to be constructed to the front boundary at ground, first and second floor levels (i.e. 0 metre front setback), creating a continuous but well articulated 'wall' of buildings to the street.
- Where existing building patterns prevail, encourage development to achieve a height of three storeys / 11 metres (the equivalent of two storey Victorian buildings).

COLAC OTWAY PLANNING SCHEME

- Encourage the development of landmark buildings that address intersections, on prominent corner sites.
- Discourage site consolidation and maintain or reinstate the traditional fine 'grain' (i.e. frontage width) of the narrow shopfronts.
- For buildings on wide frontages, the design of facades should reflect the fine grain of traditional shopfronts through an emphasis on vertical articulation. This can be achieved through the placement of windows and doors, and the use of other architectural details such as colour, texture and materials.
- Vehicular access to buildings should be provided from rear and side laneways. Driveway entrances and the visual impact of garage doors on building frontages within the core retail area is discouraged.

**Pedestrian Amenity**

- Provide weather protection for pedestrians on key pedestrian routes by ensuring that awnings and verandahs are incorporated into the design of new developments.
- Enhance the pedestrian environment through considered design of ground floor facades e.g. transparent shop or office fronts, entrances directly off the footpath and visually interesting design details.
- Encourage new lane connections between streets.

**Heritage**

- Retain older buildings that contribute to the streetscape character, and retain, recycle or re-use existing buildings of architectural merit or character wherever possible.
- Encourage the restoration of heritage shopfronts, particularly those which are part of an intact group of buildings and obscured by unsympathetic painting, signage or false facades.

**3.0 Subdivision**

--/--/20--  
Proposed  
C72

A permit is not required to subdivide land.

**4.0 Advertising signs**

--/--/20--  
Proposed  
C72

Advertising controls are at Clause 52.05. Land affected by this schedule is in Category 3.

Signage should also address the following built form requirements.

- Avoid creating clutter in the development of new signage.
- Incorporate new signage into building design and avoid freestanding, roof top or above verandah signs.

**5.0 Decision guidelines**

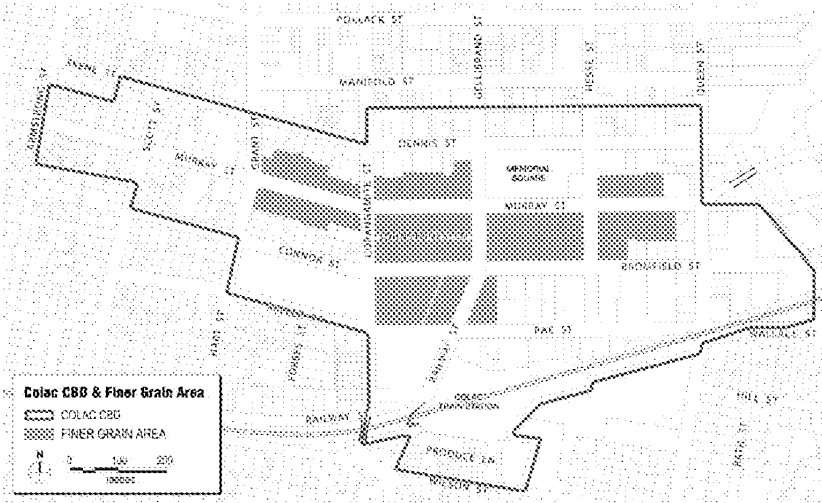
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Proposed  
C72

Before deciding on an application, the responsible authority must consider:

- The urban context and design response.
- Whether the design objectives and requirements of this Schedule are met.
- Whether the proposal achieves all the other objectives of the *Colac CBD and Entrances Project (2012)*.
- Whether the proposal achieves a high standard of architectural and urban design.
- How the proposal impacts upon the significance of identified heritage places.

**Map 1 – Colac CBD & Finer Grain Area**

COLAC OTWAY PLANNING SCHEME



COLAC OTWAY PLANNING SCHEME

--/--/20--  
Proposed C72

**SCHEDULE 9 TO THE DESIGN AND DEVELOPMENT OVERLAY**

Shown on the planning scheme map as **DDO9**

**413-437 and 441-479 MURRAY STREET, COLAC**

**1.0 Design objectives**

--/--/20--  
Proposed C72

To enhance the arrival experience into central Colac from the west.

To ensure that the development of residential land and the former school site contributes to an improved landscape experience as part of the western entrance to Colac.

**2.0 Buildings and works**

--/--/20--  
Proposed C72

A planning permit is not required for buildings and works that is setback 20 metres or more from Murray Street.

Applications must provide a landscaping plan that is consistent with the direction provided by the *Colac CBD and Entrances Project 2012* that requires a significant dense planting at the property frontage to Murray Street to screen new development and improve the western entrance experience.

**3.0 Advertising signs**

--/--/20--  
Proposed C72

Advertising controls are at Clause 52.05. Land affected by this schedule is in Category 3.

**4.0 Decision guidelines**

--/--/20--  
Proposed C72

Before deciding on an application the responsible authority must consider, in addition to the decision guidelines in Clauses 65 and 43.02-05, the following reports:

- Colac Structure Plan (2007)
- Colac CBD and Entrances Project (2012)

COLAC OTWAY PLANNING SCHEME

**21.02**  
16/02/2012  
C58  
**21.02-1**  
18/06/2009  
C55

**VISION**

**Municipal Vision**

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**

--/20--  
Proposed  
C72

**Land Use Vision**

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 Colac CBD and Entrances Project (2012) includes the following vision for Colac CBD:
  - Become known as the 'Botanic Garden City'.
  - Be a pedestrian-focussed place, accessible for people of all ages and abilities.
  - Grow as a thriving rural centre of retail, business and community services.
  - Connect to its natural systems of the Lake and creek corridors.
  - Proudly express its heritage in the built and natural environment.
  - Be renowned for its collection of great buildings from all eras of the City's development.
  - Present an impressive image along the Princes Highway corridor, from the edges of the City to its core.
- 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.
- The Kennett River, Wye River and Separation Creek Structure Plans (2008) include the following vision for Kennett River, Wye River and Separation Creek:
  - Kennett River, Wye River and Separation Creek will remain as distinct coastal towns nestled in the foothills of the Otway Ranges.

COLAC OTWAY PLANNING SCHEME

- The primary role of the coastal towns will be to provide housing for permanent and part time residents and to provide a diverse range of holiday accommodation.
- The impact of the coastal towns on the natural environment will be as minimal as possible with coastal hazards, river flooding and water and wastewater being sustainably managed and vegetation acknowledged and valued.
- The coastal towns have a low growth capacity and all future growth will be contained within existing settlement boundaries.
- 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.
- 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.

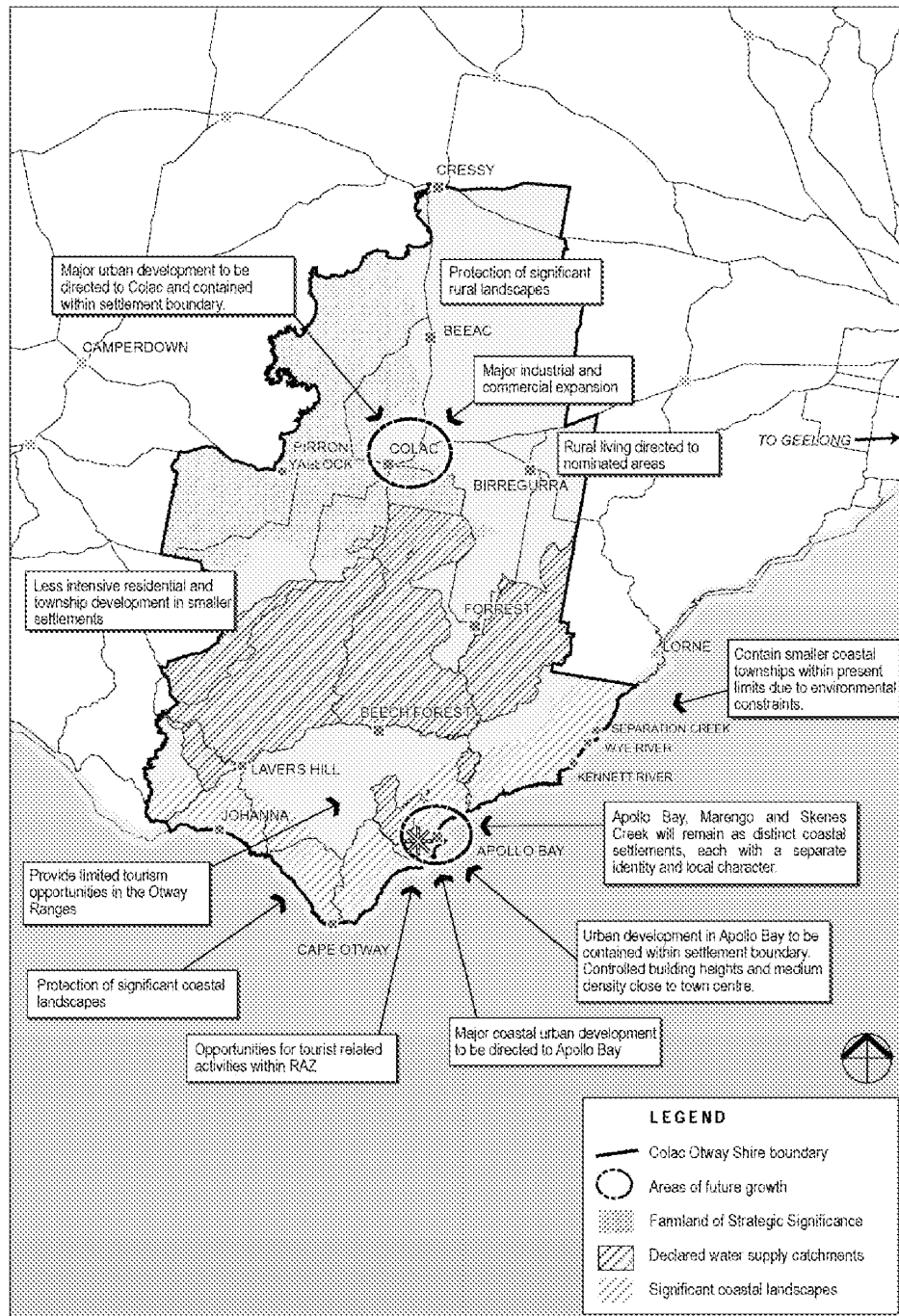
**Environmental features**

- 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.
- Development will respond to environmental risks such as bushfire, flooding, landslip, erosion and salinity.

COLAC OTWAY PLANNING SCHEME

- 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 Strategic Framework Plan



COLAC OTWAY PLANNING SCHEME

21.03 SETTLEMENT

16/02/2012

21.03-1

18/06/2009  
C55

General

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, Coragulac, Cororooke, Cressy, Forrest, Gellibrand, Kwarren, 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.
- There is a need to identify and designate 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.
- 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 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

Strategies

COLAC OTWAY PLANNING SCHEME

- 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.
- 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**

--/2013  
Proposed  
C72

**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.
- 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.

The *Colac CBD and Entrances Project (2012)* outlines proposals for the enhancement of Colac's CBD and its eastern and western entrances which focus on the design of building and spaces.

The Plan's key recommendations are to:

- ♦ Develop Colac as a 'Botanic Garden City' with thematic tree planting throughout the CBD, linking the Botanic Gardens, Beechy Precinct and Barongarook Creek corridor.

COLAC OTWAY PLANNING SCHEME

- Improve the eastern entrance to the CBD with enhanced landscaping and views to heritage buildings, widened pedestrian pathways over the Barangaroo Creek bridge and improved visibility to the Visitor Information Centre.
- Enhance priority streetscapes: Improve Murray Street West's streetscape with tree planting and other works, continuing the design theme of the central part of Murray Street. Improve Bromfield Street's streetscape with new tree planting, improved pedestrian access, bicycle lanes and the redevelopment of underused land at the rear of Murray Street shops with improved pedestrian links through to Murray Street. Upgrade Memorial Square's western edge with refurbished amenities and a shared space where pedestrians have priority which could ultimately be extended around the park and south along Gellibrand Street to the Station. Improve Murray Street East's streetscape with road side tree planting, upgraded footpath pavement, pedestrian crossings and street furniture, and infill planting where gaps exist.
- Improve the outer approaches to Colac with new landscaping, framing views to the Lake and emphasis on reducing the visual clutter of advertising signage.
- Improve the laneway network.
- Provide new and improved bicycle lanes.
- Apply built form guidelines to the CBD with emphasis on the inner retail areas to maintain the 'fine grain' character of these areas and to ensure a high quality of new architecture and the protection of heritage buildings.

**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.
- To develop a unifying design theme for Colac – 'Colac Botanic Garden City' – as a memorable and identifying feature of the town.
- To create landscape links between the main activity areas of the CBD and its principal open spaces.
- To improve the amenity and appearance of Colac's main pedestrian streets and town entrances.
- To create a pedestrian-focussed, accessible and well-connected public realm, particularly for those with limited mobility.
- To promote sustainable methods of transport, supporting walking and cycling as viable alternatives to car travel.
- To manage the road network to optimise its safety, efficiency and amenity for all road users.

**Strategies**

- Ensure that the development of Colac occurs generally in accordance with the strategic directions outlined in the Colac Framework Plan and the Colac CBD 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 consistent with the Colac Commercial Centre Parking Precinct Plan 2011, recognising that opportunity exists to take advantage of underutilised street parking and shared off street parking.
- Ensure new development in the hospital precinct of the CBD provides on site parking to meet projected demand and does not contribute further to on street parking pressures.

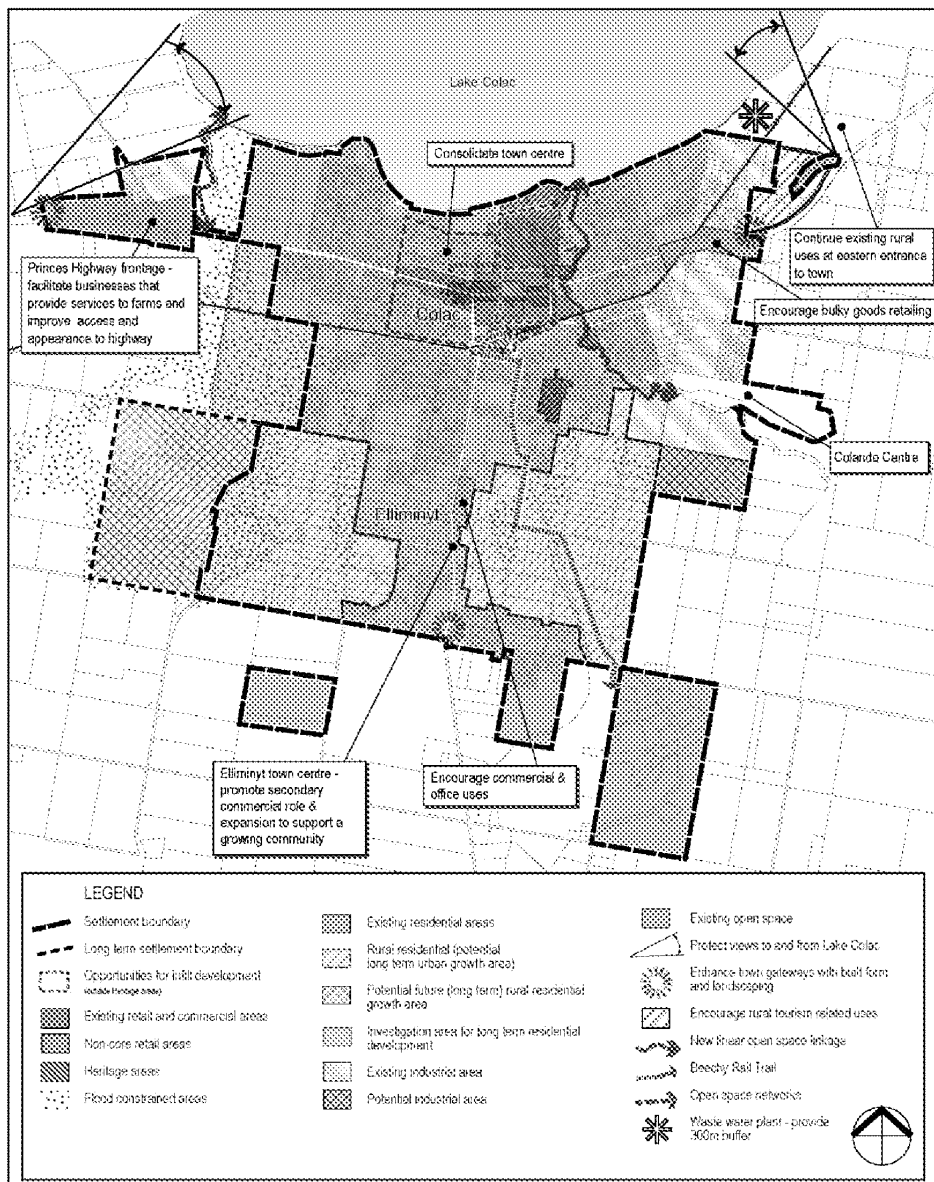
COLAC OTWAY PLANNING SCHEME

- Retain heritage places and areas as significant components of Colac's character and attractiveness and encourage their adaptive re-use and restoration.
- 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.
- Ensure major retail and commercial developments locate within the Colac CBD (Business 1 and 2 zoned land only) rather than outside the town centre.
- ~~Enhance the west Colac Highway Business area.~~
- 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.
- Encourage redevelopment of underused or vacant sites (e.g. surface car parks, vacant land at the rear of buildings, upper levels of single storey buildings) in the CBD.
- Encourage the upgrading of shopfronts and building facades in the CBD, particularly on Murray Street and around Memorial Square.
- Encourage the removal of excessive roof top, above verandah and free standing signs, and other visually dominant signs, as sites are redeveloped.
- Develop a permeable network of active laneways and arcades in the CBD, including improved pedestrian thoroughfares between Murray and Bromfield Streets.
- Encourage and facilitate a high quality of architecture within the CBD through the implementation of building design guidelines.
- Encourage new development to provide an active frontage to the streetscapes and car parks, including the provision of active frontages to Bromfield Street for buildings fronting Murray Street.
- Encourage the reinstatement of verandahs on older buildings and encourage verandahs on new buildings for weather protection.
- Encourage planting on properties along the eastern and western entrances to Colac, particularly where it has potential to screen industrial activities.
- Undertake and implement a strategy for the co-ordination and design of all signage along the eastern and western entrance corridors to Colac.
- Encourage new development within the CBD to incorporate Environmentally Sustainable Design (ESD) initiatives.
- Maintain the 'fine grain' character of inner retail areas.

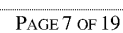
COLAC OTWAY PLANNING SCHEME

COLAC OTWAY PLANNING SCHEME

Colac Framework Plan



## Colac CBD Framework Plan



COLAC OTWAY PLANNING SCHEME

**21.03-3 Apollo Bay and Marengo**

18/06/2009  
C55

**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**

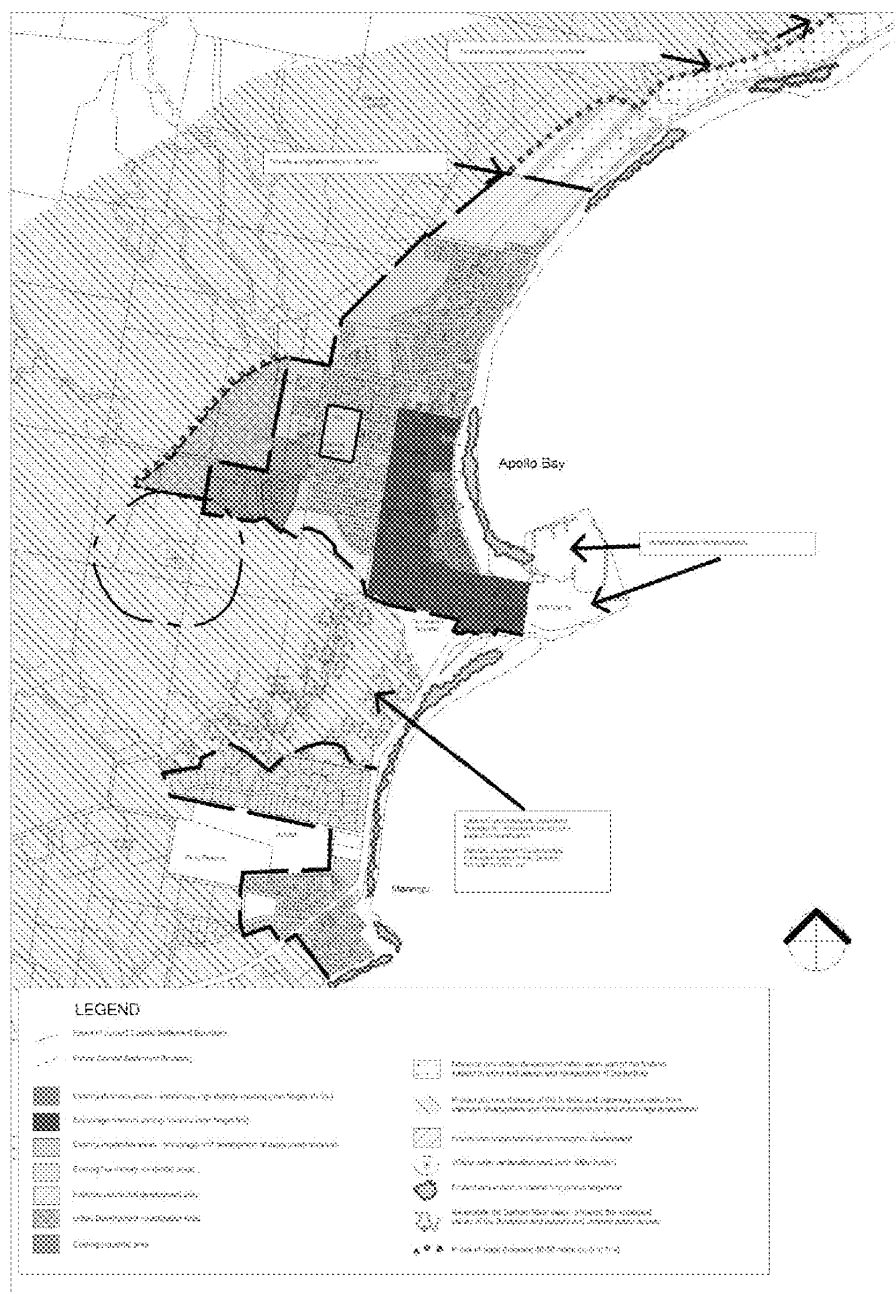
- Maintain the 'green-breaks' and landscape dominance between the settlements to ensure that each settlement remains distinct.
- Protect the Otway foothills as a scenic, undeveloped backdrop to Apollo Bay and Marengo.
- Recognise and protect ecological values and avoid development in areas at risk from 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.
- 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.

COLAC OTWAY PLANNING SCHEME

**Access and Parking**

- 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, with car parking for commercial development in the CBD to comply with the Apollo Bay Parking Precinct Plan (2011)
- Support, promote and improve public transport.
- Ensure continued and improved air access to the Apollo Bay region.

## Apollo Bay, Marengo and Skenes Creek Framework Plan



COLAC OTWAY PLANNING SCHEME

**21.03-4**

18/06/2009  
C55

**Birregurra**

**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.
- Retain Birregurra's heritage assets as important components of its character and attractiveness.

COLAC OTWAY PLANNING SCHEME

**21.03-5 Skenes Creek**

18/06/2009  
C55

**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 Kennett River, Wye River and Separation Creek**

16/02/2012  
C58

**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.
- The informal, open and spacious character of the townships is highly valued and should be preserved and strengthened by new development.

COLAC OTWAY PLANNING SCHEME

- 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**

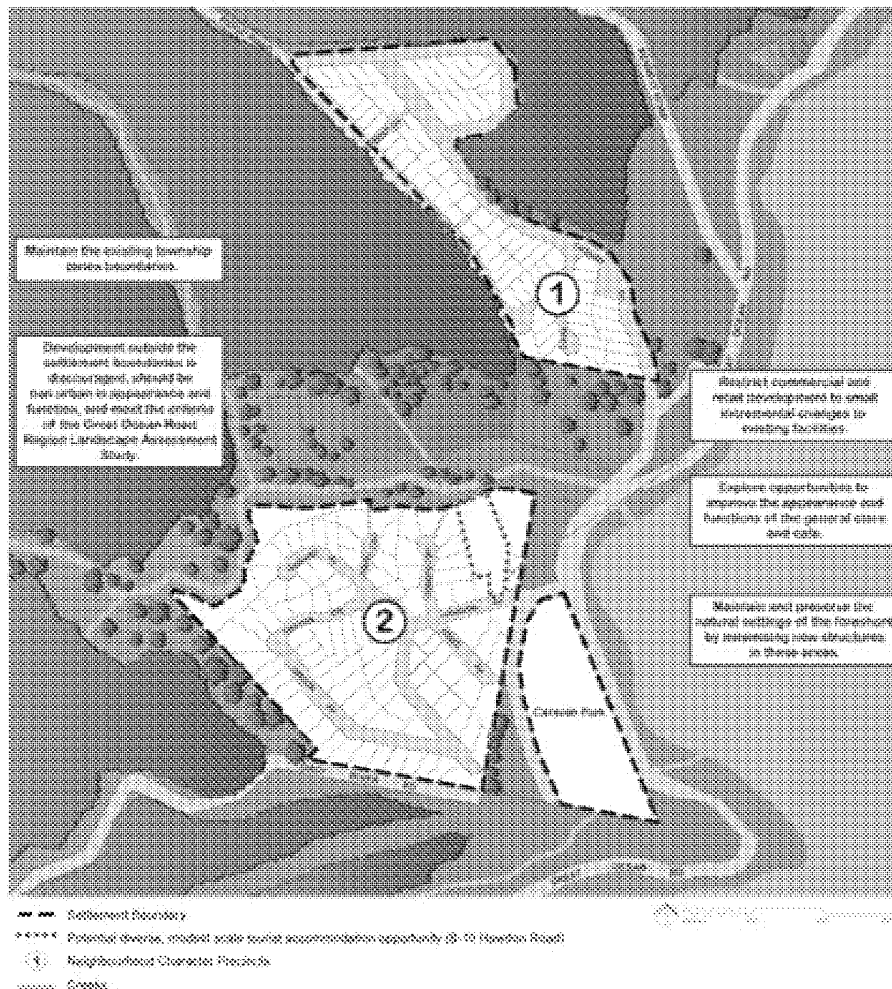
This precinct will achieve a more consistent native vegetation coverage to provide a unifying feature throughout. Space around dwellings will be sufficient to maintain trees and understorey, and minimises the appearance of building bulk and density. On hill slopes, buildings will relate to topography 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**

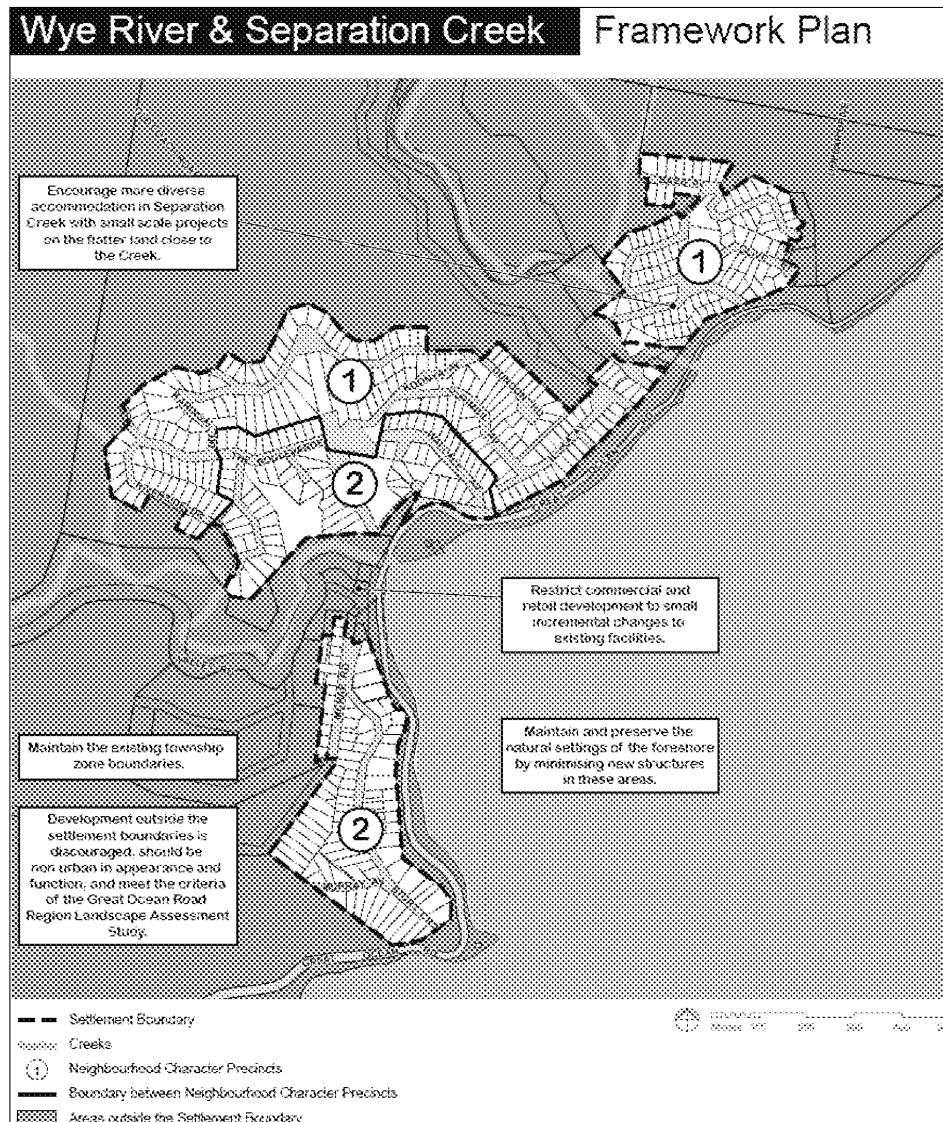
This precinct will consist of a mix of low, coastal style dwellings and newer coastal styles, in established gardens and amongst native canopy trees in the vegetated hillfaces. Dwellings will be of materials and colours that reflect the coastal setting, and be designed and sited so as to minimise intrusion 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

**Kennett River Framework Plan**



COLAC OTWAY PLANNING SCHEME



## 21.03-7 Smaller Townships

16/02/2012  
C58

### 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 have been prepared for Carlisle River, Gellibrand, Forrest, Barwon Downs and Beech Forest. Urban Design Frameworks have been prepared for Beecac, 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.

COLAC OTWAY PLANNING SCHEME

- 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.

**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 and structure plans.
- 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.
- Retaining heritage places as significant components of the character and attractiveness of smaller townships.
- Encourage high quality design input to development in small communities.
- 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, Marengo, Kennett River, Wye River and Separation Creek) 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.

COLAC OTWAY PLANNING SCHEME

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.

**21.03-8**

16/02/2012  
C58

**Rural Living**

**Overview**

Council prepared and adopted a “Rural Land Strategy” (September 2007) which identifies a range of issues affecting rural land use in the Shire and provides recommended policy responses to address these issues. The strategy identifies the following key issues related to Rural Living opportunities:

- There are no areas of land presently zoned for Rural Living purposes outside of the southern edge of Colac.
- Rural land traditionally used for farming is being used for lifestyle purposes in the absence of land zoned for Rural Living. 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.

**Objectives – Rural living**

- To provide opportunities for rural residential style development in appropriate locations that do not negatively impact on the ability to farm.

**Strategies – Rural living**

- Prepare a rural living strategy to identify appropriate locations for rural residential development across the Shire.
- 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.

COLAC OTWAY PLANNING SCHEME

**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 1 to industrial land at the eastern entry to Colac.
- Applying the Design and Development Overlay Schedule 3 to highway business land at the western entry to 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.
- Applying the Design and Development Overlay Schedule 8 to the Colac CBD.
- Applying the Design and Development Overlay Schedule 9 to undeveloped residential land at 413-479 Murray Street Colac.
- 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.

COLAC OTWAY PLANNING SCHEME

- Considering applications for all areas affected by the Heritage Overlay in accordance with Clause 22.01 (Heritage Places and Areas Policy).
- Applying the Parking Overlay Schedule 1 to the Colac CBD.
- Applying the Parking Overlay Schedule 2 to the Apollo Bay CBD.

**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.
- 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.
- Prepare an advertising signs policy for Colac and Apollo Bay.

COLAC OTWAY PLANNING SCHEME

**Undertaking other actions**

- 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 through implementation of the Colac CBD and Entrances Project.
- 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.
- Prepare detailed designs for priority capital works projects (streetscape, parking, pedestrian and cycling projects) arising from the *Colac CBD and Entrances Project Planisphere 2012*.
- Developing an Urban Forest Strategy for Colac and Elliminyt to:
  - \* Set a vision for the long term botanic theme for planting in streets and public places;
  - \* Determine species selection;
  - \* Identify priority locations for planting (streets, public space and private land)
  - \* Review existing Tree Asset Management Plan.
  - \* Establish staged implementation program of tree planting.
  - \* Detail required maintenance regimes.
  - \* Establish identification and signage system for botanic collection.

COLAC OTWAY PLANNING SCHEME

**21.07**

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**REFERENCE DOCUMENTS**

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)
- Kennett River, Wye River and Separation Creek Structure Plans (2008)
- 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)
- ◊ Colac CBD and Entrances Project, Planisphere (2012)
- ✕ Colac Commercial Centre Parking Precinct Plan, AECOM (2011)
- ◊ Apollo Bay Commercial Centre Parking Precinct Plan, AECOM (2011)

**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

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- 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
- 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 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
- 5, 5DDO, 5DPO, 5EAO, 5ESO1, 5ESO2, 5ESO4, 5HO, 5LSIO-FO, 5PAO, 5VPO1
- 6, 6ESO1, 6HO, 6LSIO-FO, 6PAO, 6VPO1
- 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, 11PO
- 12, 12EMO, 12ESO4, 12HO, 12LSIO-FO, 12PAO, 12VPO2, 12WMO
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- 27, 27AEO, 27DDO5, 27DDO6, 27DDO7, 27DPO, 27EMO, 27ESO2, 27ESO3, 27ESO5, 27HO, 27LSIO-FO, 27PAO, 27SLO3, 27VPO1, 27VPO2, 27WMO
- 28, 28DDO, 28EMO, 28ESO2, 28LSIO-FO, 28NC0, 28SLO, 28SLO3, 28SLO5, 28VPO2, 28WMO

COLAC OTWAY PLANNING SCHEME

- 29, 29DDO7, 29DPO, 29EMO, 29ESO2, 29HO, 29LSIO-FO, 29PAO, 29SLO3, 29WMO, 29PO
- 30, 30AEO, 30DDO7, 30EMO, 30ESO2, 30LSIO-FO, 30SLO3, 30VPO1, 30WMO



COLAC OTWAY PLANNING SCHEME

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## SCHEDULE 2 TO THE PARKING OVERLAY

Shown on the planning scheme map as **PO2**.

### APOLLO BAY COMMERCIAL CENTRE

#### 1.0

#### Car parking objectives to be achieved

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Proposed  
C72

To ensure new retail development and use provides adequate and convenient car parking.

To identify lower parking rates than those specified at Clause 52.06 to reflect localised demand in Apollo Bay.

To provide for the collection of financial contributions to facilitate the purchase and construction of shared car parking facilities.

To provide guidance on the reduction of car parking requirements in circumstances where the reduction of car parking requirements may be considered.

To maximise the supply of on street parking in the Apollo Bay CBD giving preference to customer parking and encouraging appropriate turnover rates.

#### 2.0

#### Permit requirement:

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C72

A permit is required to reduce the car parking requirements from the rates specified in Table 1 this schedule. ~~cannot be granted to reduce the car parking requirements unless~~

- ~~Car parking credits exist or;~~
- ~~It can be demonstrated to the responsible authority that the corresponding parking for that land use type will result in an over provision of parking; or~~
- ~~It can be demonstrated that a reduction in car parking demand has occurred due to the sharing of car spaces by multiple uses, either because of variation of car parking demand over time or because efficiencies gained from the consolidation of shared car parking spaces; or~~
- ~~Where a financial contribution in lieu of a parking payment provided on site is made; or~~
- ~~There is a surplus of car parking in the locality; or~~
- ~~Any other relevant consideration.~~

#### 3.0

#### Number of car parking spaces to be provided

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The required number of car spaces is shown in Column B of Table 1 in Clause 52.06 unless otherwise specified in the following table.

**Table 1: Car parking spaces**

| Use                                                     | Rate | Measure                                            |
|---------------------------------------------------------|------|----------------------------------------------------|
| Supermarket                                             | 3    | Car spaces to each 100 sq m of leasable floor area |
| Shop (other than supermarket) or Takeaway food Premises | 2    | Car spaces to each 100 sq m of leasable floor area |
| Restaurant and Convenience Restaurant                   | 2    | Car spaces to each 100 sq m of leasable floor area |

COLAC OTWAY PLANNING SCHEME

**4.0 Reducing the provision of car parking**

~~A permit may be granted to reduce the requirement for on-site car parking spaces to be provided.~~

~~In considering whether to reduce the number of car parking spaces specified in table 1 above or Table 1 at Clause 52.06, the responsible authority must consider the *Apollo Bay Commercial Centre Parking precinct Plan*, AECOM, December 2011.~~

**4.0 Financial contributions requirement**

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Proposed  
C72

A financial contribution of \$13,000 (no GST) must be paid to the responsible authority in lieu of each car parking space required but not provided on the land unless satisfied that ~~such payment is not warranted having regard to the~~ exceptional circumstances apply. A contribution will not be applied to the first two car spaces sought to be reduced to a particular use.

The amount of contribution for each car space specified above will be adjusted by the responsible authority on 1 July each year commencing in 2014 in accordance with the relevant Building Price index (Melbourne) in Rawlinsons Australian Construction Handbook. If that index is unavailable, an equivalent index will be applied by the responsible authority.

The cash contribution must be made before the use and/or development commences unless a permit condition allows payments by instalments under the Section 173 agreement provisions of the *Planning and Environment Act 1987*.

The responsible authority shall use the funds generated to provide or improve car parking infrastructure in Apollo Bay.

**5.0 Reference document**

--/--/20--  
Proposed  
C72

- *Apollo Bay Commercial Centre Parking Precinct Plan*, AECOM, December 2011

COLAC OTWAY PLANNING SCHEME

--/~/20--  
Proposed  
C72

## SCHEDULE 1 TO THE PARKING OVERLAY

Shown on the planning scheme map as **PO1**.

### COLAC COMMERCIAL CENTRE

#### 1.0 Car parking objectives to be achieved

--/~/20--  
Proposed  
C72

To ensure that uses and development around the hospital precinct do not further contribute to on street parking pressures.

To provide guidance on the reduction of car parking requirements.

To ensure that retail developments, especially supermarkets, provide adequate and convenient car parking.

To encourage infill city centre blocks with developments incorporating car parking within their development rather than expansive exterior car parking.

To encourage parking areas that are set back within or behind the development to promote active and integrated street frontages.

To promote shared or public parking in preference to single use or private parking to capitalise on shared parking opportunities and make better use of parking supply.

#### 2.0

--/~/20--  
Proposed  
C72

#### Permit requirement

A permit is required to reduce the car parking requirements from the rates specified in this schedule.

#### 3.0

--/~/20--  
Proposed  
C72

#### Number of car parking spaces to be provided

The required number of car spaces is shown in Column B of Table 1 in Clause 52.06 unless otherwise specified in the following table.

**Table 1 Car parking spaces**

| Use                                             | Rate | Measure                                            |
|-------------------------------------------------|------|----------------------------------------------------|
| Shop (other than supermarket), Convenience shop | 3    | Car spaces to each 100 sq m of leasable floor area |
| Restaurant & Convenience Restaurant             | 3    | Car spaces to each 100 sq m of leasable floor area |
| Takeaway food premises                          | 3    | Car spaces to each 100 sq m of leasable floor area |

#### 3.0

#### Permit requirement

A permit cannot be granted to reduce the car parking requirement unless:

- Car parking credits exist; or
- It can be demonstrated to the responsible authority that the corresponding parking rates for that land use type will result in an overprovision of parking; or

COLAC OTWAY PLANNING SCHEME

- ~~• It can be demonstrated that a reduction in car parking demand has occurred due to the sharing of car spaces by multiple uses, either because of variation of car parking demand over time or because efficiencies gained from the consolidation of shared car parking spaces; or~~
- ~~• There is a surplus of car parking in the locality; or~~
- ~~• Any other relevant consideration.~~

**4.0 Reducing the provision of Car Parking**

~~A permit may be granted to reduce the requirement for on site car parking spaces to be provided.~~

~~In considering whether to reduce the number of car parking spaces specified in Table 1 above or Table 1 at Clause 52.06, the responsible authority must consider Colac Commercial Centre Parking Precinct Plan, AECOM, December 2011.~~

**45.0 Reference document**

~~45.0~~  
~~20--~~  
~~Proposed~~  
~~C72~~

- ~~• Colac Commercial Centre Parking Precinct Plan, AECOM, December 2011~~

Colac Otway  
SHIRE

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### Assembly Details:

Date:

2, 5, 13

Time:

1.30 am/pm

Assembly Location:

Colac Saleyards

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

### In Attendance:

Councillors:

Cr. C. Smith

Officer/s:

Neil Allen, Greg Anderton, Graham Riches,  
Laure Sharp, Roger Fox, Leanne Brooker

Matter/s Discussed:

Colac Livestock Selling Centre Advisory  
Committee Meeting

(some e.g's. Discussions with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

### Conflict of Interest Disclosures: (refer page 5)

Councillors:

Officer/s:

Left meeting at:

2.50pm

Completed by:

L. BROOKER, EO INFRA &amp; SERVICES

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distributed 14/5/13

## COLAC LIVESTOCK SELLING CENTRE ADVISORY COMMITTEE

MINUTES of the Colac Livestock Selling Centre Advisory Committee  
held on Thursday 2 May 2013, 1.30pm  
at Colac Livestock Selling Centre (Saleyards)  
TRIM Ref: F12/915 (D13/28273)

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | RESPONSIBLE OFFICER | ACTION DUE DATE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------|
| <b>1. ATTENDEES</b><br>Terry Dove, Carl Fish, Phil Douglas, Peter Delahunty, Jamie McConachy, Sergio Beani, Graeme Riches, Neil Allen, Cr C Smith, Laurie Sharp, Greg Anderton, Roger Fox<br>Minute Taker: Leanne Brooker (COS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                     |                 |
| <b>2. APOLOGIES</b><br>Not in attendance - Jeff Johnson, Rodney Boyle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                 |
| <b>3. WELCOME</b><br>Neil and committee members welcomed Sergio Beani as the newly appointed community representative on the Colac Livestock Selling Centre Advisory Committee. Also welcomed to the meeting was Peter Delahunty who is the new UDV Rep on this Committee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |                 |
| <b>4. UPDATE ROOFING CONTRACT</b><br>Roger provided a brief update on roofing contract – <ul style="list-style-type: none"> <li>TGM have been engaged to design/construct roof.</li> <li>Pens have been surveyed.</li> <li>Need correct arrangement where columns are to go so they do not impact on any of the pens. Will need guidance from this Committee.</li> <li>Construction to commence towards end of May. Working with Building Surveyor same time as TGM.</li> <li>A couple of trees will need to be removed – just waiting on permit.</li> <li>Couple of water tanks will be relocated. All future tanks will be located down the back (B20) - (near Cyprus trees). If Council receive any future grants, then all the tanks can be relocated to this spot.</li> <li>Need to select colour for the roof. Limited choice. Roger passed around colours – green, beige, brown. The committee agreed on the 'Beige' – (Paperbark Colorbond).</li> <li>Roger showed the committee copy of the design plan of roof.</li> <li>Sergio asked in regards to design of roof, does it incorporate cattle weigh-in to make it more accessible for selling/buying.</li> <li>Question was asked about removal of Cyprus trees in the future, and would this cause a 'high wind issue'. Advice was that a fence could easily be erected in the future.</li> <li>The drainage is still being worked on.</li> <li>There will be a 'open gap' in the middle of the roof structure. This will assist with ventilation. Another smaller 'gap' will be in another section of the roof and this is required as it is an expansion joint and the area needs movement. The roof will be constructed in line with the 'Code'.</li> <li>Sergio asked for clarification on the process from here. Neil</li> </ul> |                     |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | RESPONSIBLE OFFICER | ACTION DUE DATE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------|
| <p>advised once TGM have final plans, Building Surveyor have checked off and given approval, we will be ready to commence construction. The contract will be project managed by Council (Roger Fox).</p> <ul style="list-style-type: none"> <li>• Cr Smith asked question about around the base of the columns with concern to 'cattle waste' eroding/damaging the columns. Roger advised the columns will be 'hot dipped galvanised'.</li> <li>• Neil advised Committee that during the construction phase, there will be some disruption. Graeme advised the 1<sup>st</sup> stage will be the first 42 pens, laneway access to scale area and holding yards. Graeme has advised the contractors that the site needs to be available for Sale days on Thursdays. The 2<sup>nd</sup> stage will be past the bull access. A crane will be needed. Neil asked the Committee to advise their clients, farmers that there will be some disruption at sale days around the yards. Contractors will be as accommodating as they can. The areas of work will be partitioned off. Neil stressed that <b>NO</b> people – staff, agents, community members are allowed within the partitioned off areas.</li> <li>• Sergio asked what communication was going to be provided to the community during construction. He suggested copy of plan to be displayed at Saleyards, timelines given, access limitations advised etc. Neil said a media release will go out prior to construction and he would arrange for the plans and other information to be displayed at the Saleyards.</li> <li>• The current roof over walkway will be removed.</li> </ul> |                     |                 |
| <p><b>5. WALKWAY</b><br/>Neil advised that further work/modifications are required on the walkway.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |                 |
| <p><b>6. BUSINESS PLAN</b><br/>Another meeting will be scheduled to discuss the Business Plan in full. The current Plan does not reflect where we want to go from here. It hasn't been reviewed for a number of years. Sergio said the Business Plan should reflect what other centres do. Neil encouraged any Committee member to put in writing their suggestions for inclusion in the Business Plan and forward to Leanne Brooker (email <a href="mailto:Leanne.brooker@colacotway.vic.gov.au">Leanne.brooker@colacotway.vic.gov.au</a>) It will then be compiled and discussed at the next scheduled meeting. Some dot points for inclusion in the Plan are:</p> <ul style="list-style-type: none"> <li>• Fees</li> <li>• Advertising</li> <li>• Sale Day</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                     |                 |
| <p><b>7. OTHER BUSINESS</b></p> <ul style="list-style-type: none"> <li>• Cr Smith asked about the sawdust flooring. Graeme advised that at this stage the 1<sup>st</sup> 42 pens will have the sawdust and it will continued to be monitored/trialled.</li> <li>• Graeme advised some issues involving truckies, raised walkways and raised bumpers. Graeme will look into this.</li> <li>• Phil advised the gates are still being left open by the truckies. Graeme to put a sign up advising gates are to be shut.</li> <li>• Peter Delahunty spoke about fees for selling calves. Great variation with flat fee system. Doesn't appear fair – should be charged by weight. It was decided that 'Fees' will be addressed in Business Plan discussions/meeting.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                     |                 |
| <p>There being no further business, Neil Allen thanked members for attending. The meeting closed at 2.50pm. Advisory Committee members will be notified of the next meeting to be held.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                     |                 |



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### Assembly Details:

Date: 9, 5, 13  
Time: 6 am/pm

Assembly Location: Colac Botanic Cafe  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 8 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

### In Attendance:

Councillors: Cr Lyn Russell

Officer/s: Laurence Towers

Matter/s Discussed: Friends of Colac Botanic Gardens Meeting

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

### Conflict of Interest Disclosures: (refer page 5)

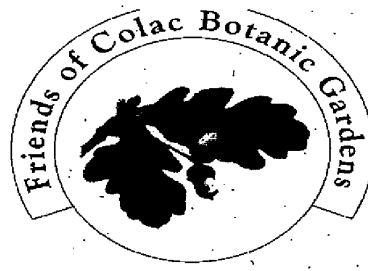
Councillors:

Officer/s:

Left meeting at:

Completed by: L. BROOKER

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Quercus Robur (English Oak)

## MINUTES

Meeting, Thursday 9<sup>th</sup> May 2013 at 6pm at the Colac Botanic Café

**PRESENT:** Anne Mercer (AM) in Chair, Chris Bell (CB) treasurer, Mary Eaton (ME), Margot Fitzpatrick (MF), Pauline Maunsell, Jen Todorovic (JT), Laurence Towers (LT), Jan McMahon(JM), Mayor, Cr Lyn Russell

**APOLOGIES:** Helen Paatsch, Ros Scanlan.

Cr Lyn Russell & new committee member, Margot Fitzpatrick were welcomed to the meeting.

### MINUTES OF PREVIOUS MEETING

Minutes received: 1. CB 2. JM Carried

### Business Arising:

- Plant sale raised \$862 on the day and a further \$142 from the stall on following days. The potting group were thanked for their work.
- Meeting with Councillors & follow-up discussion with mayor were very productive. A 'wish list' for the FCBG meeting room along with the Gardeners' office was established.
- St Laurence Board of Management Luncheon with FCGB served as an introduction of each to the other. Shared expense of a watering system around Cafe was raised.
- The grant applications have been lodged.

### CORRESPONDENCE

**Out:** Acceptance of St Laurence luncheon invitation for AM, CB & JM.

**In:** Hamilton Friends – unable to visit until spring  
Colac Herald account for plant sale adverts  
Email re 150<sup>th</sup> anniversary of Wombat Hill BG Daylesford May 11<sup>th</sup>  
Email - Campsis (Assoc/n of Friends of Botanic Gardens). Printed copy to follow.

Correspondence received: 1. JM, 2. PM Carried

**Business arising from correspondence:** Nil

### TREASURER'S REPORT

Report tabled.

Moved that account for plant sale advertisement and expenses reimbursement for JM be paid.

1. CB 2. ME Carried.

**GARDENER'S REPORT**

Report tabled.

LT presented a map of the annual plantings.

The Visitor Information Centre is keen to have FCBG contribute to their website. CB will discuss possibilities with VIC.

Move that we contribute to VIC website 1. CB 2. MF Carried.

**POTTING REPORT**

Stall sales are up and down depending on the weather.

Potters have rearranged pots after the sale.

JM & Graham Kerr won't be available in June and July. MF & PM will stock the stall during this time.

**GENERAL BUSINESS**

The Mayor reported:

- That the drainage and edging of the carriageway is currently being developed.
- That the CBG are featured in the new publication "Colac, Life Your Way" created by COS to promote the shire.

**150<sup>th</sup> Anniversary:**

The Mayor and the CEO have investigated funds for the anniversary. Heritage Victoria and the State Government are probable sources of funds.

Funds will be used for two portables to be set up as an office for the Gardeners and a meeting room for FCBG. Telephone, water and gas are available to the site.

Terry Mulder MLA, will launch the new facilities with publicity for the CBG and 150<sup>th</sup> Anniversary.

The Mayor will attend FCBG meetings each month to provide an update on preparations for the anniversary.

The anniversary calendars will be ready by September 2014. PM

A St Laurence board member suggested that a limited edition of JM's paintings be used to raise funds for the anniversary. JM to consider.

Red Rock Gallery is having a Botanical Art Exhibition in September & October. JM to consider exhibition of some art in conjunction with FCBG to promote the anniversary.

FCBG to consider seeking funds to refurbish the Rose Arbour.

**Other Business:**

AM conducted a tour of the Gardens for visitors from Port Fairy. They were most impressed with the Gardens.

**RAFFLE:** Won by LT

**NEXT MEETING:** Thurs 13<sup>th</sup> June 6pm

## Council Meeting Running Order

Wednesday, 22 May 2013

### Venue – Senior Citizens Centre, Apollo Bay

Attendees: Cr. Lyn Russell (Mayor), Cr. Brian Crook, Cr. Stephen Hart, Cr. Michael Delahunty (10.38am), Cr. Terry Woodcroft (12.15pm), Cr. Mick McCrickard (12.15pm),

Rob Small, Colin Hayman, Jack Green, Neil Allen, Rhonda Deigan

Part: Ian Seuren, Russell Whiteford, Mike Barrow, Tamzin McLennan

Visitors: John Tallis & Brian Humphries (Apollo Bay P-12)

Conflict of Interest:

Cr Hart: C70 Planning Scheme Amendment (left meeting between 11.22am-11.24am)

Cr Delahunty: OM132205-5 (left meeting between 1.24pm – 1.26pm)  
OM132205-14 (left meeting between 1.40pm – 1.42pm)

|                 |                                                                                        |
|-----------------|----------------------------------------------------------------------------------------|
| <b>10.30am</b>  | <b>Marketing Strategy Presentation – Mike Barrow</b>                                   |
| <b>10.45 am</b> | <b>Councillor Briefing Session</b>                                                     |
| <b>11.30 am</b> | <b>Heathfield Estate – Ian Seuren &amp; Russell Whiteford</b>                          |
| <b>12.00 pm</b> | <b>Apollo Bay P-12 College Joint Use Agreement (John Tallis &amp; Brian Humphries)</b> |
| <b>12.30 pm</b> | <b>Lunch</b>                                                                           |
| <b>1.00 pm</b>  | <b>Councillor Briefing Session</b>                                                     |
| <b>2.15 pm</b>  | <b>Council Style Guide Presentation – Tamzin McLennan</b>                              |



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### Assembly Details:

Date: 5 June 2013

Time: 5:15pm – 6:30pm

**Assembly Location:** Central Reserve – Hockey Rooms

### In Attendance:

Councillors: Cr Brian Crook

...../...../...../.....

Officer/s: Ian Seuren – Manager Recreation, Arts and Culture

...../...../...../.....

Matter/s Discussed: See attached meeting agenda.

.....  
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

### Conflict of Interest Disclosures: (refer page 5)

Councillors: Not applicable

...../...../...../.....

Officer/s: Not applicable

...../...../...../.....

Left meeting at: At conclusion of the meeting at 6:30pm

Completed by: Ian Seuren – Manager, Recreation, Arts and Culture

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                               |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
|  <p><b>Agenda</b></p> | <h1 style="text-align: right;">Central Reserve Advisory Committee</h1> <p style="text-align: right;"><b>Wednesday 5 June 2013</b><br/><b>5:15pm-7:00pm</b><br/><b>Central Reserve Hockey Rooms</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                               |
|                                                                                                        | <p><b>INVITEES:</b></p> <p>Ian Seuren (Colac Otway Shire)<br/>           Cr. Brian Crook (Colac Otway Shire)<br/>           Nick Lang (Colac Football &amp; Netball Club Inc.)<br/>           Bruce Roberts (Colac Football &amp; Netball Club Inc.)<br/>           Andrea Graham (Colac Netball Club Inc.)<br/>           Graham Tevelein (Colac Youth &amp; Recreation Club)<br/>           Rob Osborne (Colac &amp; District Cricket Association Inc.)<br/>           Val Russell (Colac &amp; District F/L Netball Association Inc.)<br/>           Bob Mason (Colac &amp; District Football Netball League)<br/>           Sam McDonald (Colac Auskick)<br/>           Allison Ackerley (Little Athletics Colac)<br/>           Terry Stephens (Colac &amp; District Dog Obedience Club)<br/>           Simon Dewar (Colac Secondary College)<br/>           David Latham (Colac Otway Rovers)</p> |                               |
|                                                                                                        | <h2 style="text-align: center;">Agenda topics</h2>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                               |
| 1.                                                                                                     | APOLOGIES:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                               |
| 2.                                                                                                     | WELCOME & INTRODUCTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Cr Brian Crook                |
| 3.                                                                                                     | Confirmation of Minutes from Previous Meeting and Business Arising                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | All                           |
| 4.                                                                                                     | Facilities Maintenance Report (Infrastructure)<br>Grounds Maintenance Report (CosWorks)<br>- As circulated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Ian Seuren                    |
| 5.                                                                                                     | Central Reserve Oval Redevelopment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Ian Seuren                    |
| 6.                                                                                                     | Master Plan Implementation:<br>- other funding opportunities<br>- where to from here                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Cr Brian Crook/<br>Ian Seuren |
| 7.                                                                                                     | Update from all User Group Representatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | All                           |
| 8.                                                                                                     | General Business                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | All                           |
| 9.                                                                                                     | Items for future meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | All                           |
| 10.                                                                                                    | Next meeting: Wednesday 7 August 2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |



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### Assembly Details: Small Town Improvement Program Advisory Committee

**Date:** 5 June 2013

**Time:** 1.00 pm

**Assembly Location:** SP & D Conference Room

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay)

#### In Attendance:

Councillors: Cr Lynn Russell  
Cr Chris Smith  
Cr Stephen Hart

Officer/s: Adam Lehmann, Manager Sustainable Assets  
Ian Seuren, Manager Arts Recreation and Culture  
Mick Cosgriff, Economic Development Officer  
Michael Swanson, Business Development Officer

**Matter/s Discussed:** Project proposals for the coming 2013/14 Small Town Improvement Program

(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: 10.45am

Completed by: Mick Cosgriff, Economic Development Officer



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### Assembly Details:

Date: Wednesday .....05...../.....06...../.....13.....

Time: 12.30pm to 4pm

**Assembly Location:** .....SP&D Conference Room, 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 Russell ...../...Cr Smith .../...Cr Woodcroft...../...Cr McCrickard.....  
...../...../...../.....

Officer/s: ...Vicki Jeffrey/...Melanie Duve (Admin)  
Adrian Healey (Tourism Development Officer).

Matter/s Discussed:...Festival & Events Support Scheme

.....  
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

### Conflict of Interest Disclosures: (refer page 5)

Councillors: ...Cr Chris Smith mentioned Kana Festival but didn't believe that it was a conflict.  
...../...../...../.....

Officer/s: ...Vicki Jeffrey (Birregurra Festival & Art Show) .../  
...../...../...../.....

Left meeting at: .....

Completed by: ...Vicki Jeffrey .....



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### Assembly Details:

**Date:** 7 / 6/ 2013

**Time:** 9.30am – 12.00pm

### Assembly Location: COPACC Rehearsal room

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

### In Attendance:

**Councillors:** Mayor Cr Stephen Hart /Cr Chris Smith/Cr Mick McCrickard  
Apologies – Cr Terry Woodcroft

**Officer/s:** Ian Seuren, Manager Recreation, Arts & Culture/Jodie Fincham, Recreation Co-ordinator/ Karen Patterson, Manager COPACC, Melanie Duve Administrator Recreation Arts and Culture.

**Matter/s Discussed:** Grants/Community Funding Advisory Committee assessment of Community Funding Applications for 2013/14


.....  
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

### Conflict of Interest Disclosures: (refer page 5)

**Councillors:** Cr Chris Smith - Colac Area Health/  
Cr Mick McCrickard- Trinity College – Sophisticated Swing/

**Officer/s:** .....

Completed by: Jodie Fincham, Recreation & Events Co-ordinator.

|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                    |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
|  <p><b>Agenda</b></p> | <h1>Councillor Workshop</h1> <p>Wednesday, 12 June 2013<br/>COPACC Meeting Room<br/>9.00 am to 5.30 pm</p>                                                                                                                                                                                                                                                                                                                              |                                                    |
|                                                                                                        | <p><b>ATTENDEES:</b><br/>Cr Lyn Russell (Mayor), Cr Stephen Hart, Cr Michael Delahunty, Cr Brian Crook, Cr Mick McCrickard (from 10:20 am), Cr Chris Smith (from 10:25 am to 1:45 pm)</p> <p>Rob Small (CEO)<br/>Colin Hayman (GM, Corporate &amp; Community Services)<br/>Jack Green (GM, Sustainable Planning &amp; Development)<br/>Neil Allen (GM, Infrastructure &amp; Services)</p> <p><b>Apology:</b><br/>Cr Terry Woodcroft</p> |                                                    |
|                                                                                                        | <h2>Agenda Topics</h2>                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                    |
| 9.00 am                                                                                                | Declaration of Interest                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                    |
| 9.00 am – 10.15 am                                                                                     | Planning Committee Briefing Session                                                                                                                                                                                                                                                                                                                                                                                                     |                                                    |
| 10.30 am – 12.30 pm                                                                                    | Planning Committee Meeting                                                                                                                                                                                                                                                                                                                                                                                                              |                                                    |
| 12.30 pm – 1.00 pm                                                                                     | Lunch                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                    |
| 1.00 pm – 1.45 pm                                                                                      | Special Council Meeting – Local Laws Review, Draft Council Plan & Colac Livestock Selling Centre Roof Loan                                                                                                                                                                                                                                                                                                                              |                                                    |
| 1.45 pm – 2.10 pm                                                                                      | Birregurra Structure Plan                                                                                                                                                                                                                                                                                                                                                                                                               | Doug McNeill/Don Lewis/Gemma Browning/David Hansen |
| 2.10 pm – 2.55 pm                                                                                      | Local Laws Review                                                                                                                                                                                                                                                                                                                                                                                                                       | Stewart Anderson/Graeme Murphy                     |
| 2.55 pm – 3.10 pm                                                                                      | Municipal Health Plan                                                                                                                                                                                                                                                                                                                                                                                                                   | Greg Fletcher                                      |
| 3.10 pm – 3.25 pm                                                                                      | Draft Operational Plan                                                                                                                                                                                                                                                                                                                                                                                                                  | Carmen Lawrence                                    |
| 3.25 am – 3.40 pm                                                                                      | 2013/2014 Draft Budget                                                                                                                                                                                                                                                                                                                                                                                                                  | Brett Exelby                                       |
| 3.40 am – 4.05 am                                                                                      | Planning Scheme Amendment C70 (Biodiversity amendment)<br><i>Cr Stephen Hart – Conflict of Interest – left from 3:40 pm to 4:05 pm</i>                                                                                                                                                                                                                                                                                                  | Doug McNeill/Don Lewis/Gemma Browning              |
| 4.05 pm – 4.25 pm                                                                                      | C72 Planning Scheme Amendment                                                                                                                                                                                                                                                                                                                                                                                                           | Doug McNeill/Don Lewis/Gemma Browning              |
| 4.25 pm – 4.45 pm                                                                                      | Instrument of Delegations                                                                                                                                                                                                                                                                                                                                                                                                               | Colin Hayman                                       |
| 4.45 pm – 4.55 pm                                                                                      | Small Towns Improvement Program                                                                                                                                                                                                                                                                                                                                                                                                         | Mike Barrow                                        |
| 4.55 pm – 5.00 pm                                                                                      | Red Rock Community Infrastructure Plan                                                                                                                                                                                                                                                                                                                                                                                                  | Mike Barrow                                        |
| 5.00 pm – 5.05 pm                                                                                      | G21 Economic Development Strategy                                                                                                                                                                                                                                                                                                                                                                                                       | Mike Barrow                                        |

## Old Beechy Rail Trail Committee Meeting

MINUTES of the Old Beechy Rail Trail Committee  
held on Monday 8 April 2013  
at 10.00 am – 12.30 pm

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RESPONSIBLE OFFICER | ACTION DUE DATE |
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| <p><b>1. ATTENDEES:</b><br/>Tony Grogan (Chair), Tricia Jukes, Christine Humphris, Anthony Zappelli, Cyril Marriner, Cr Chris Smith, John Wilson (COS), Noel Barry, Jodie Fincham (COS)</p> <p>Minutes: Melanie Duvè</p> <p><b>2. APOLOGIES:</b></p> <p>Terry Woodcroft, Kim Vince, Bernard Jordan (Bushwalking Victoria), Nigel Jenkins.</p> <p><b>3. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING:</b></p> <p>Minutes taken as read.</p> <p>Moved – Tony Grogan<br/>Sec – Noel Barry<br/>Carried</p> <p><b>4. BUSINESS ARISING:</b></p> <p><b>4a: Well wishes to Bob Whitehead</b></p> <ul style="list-style-type: none"><li>• Still to be done.</li></ul> <p><b>5a: Response to Camperdown/Timboon Rail Trail Committee with attendees from OBRT</b></p> <ul style="list-style-type: none"><li>• Jodie has notified the Camperdown/Timboon Rail Trail Committee of attendees.</li></ul> <p><b>5a: Cheque for Michael Menzies</b></p> <ul style="list-style-type: none"><li>• The cheque was cancelled and reissued. Has now been banked.</li></ul> <p><b>5b: Correspondence between John Wison, Tony and Cr Smith re trail development at Mercy Place</b></p> <ul style="list-style-type: none"><li>• Issues have not been resolved with Mercy Place as a response has not been received.</li><li>• John has spoken with Mercy Place again and they have advised they will discuss the issues and come back to John.</li><li>• Committee members expressed disappointment that</li></ul> | Tony Grogan         |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | RESPONSIBLE OFFICER | ACTION DUE DATE |
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| nothing further has progressed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                     |                 |
| <p><b>5c: John Wilson to liaise with Recreation Reserve Committee to discuss options</b></p> <ul style="list-style-type: none"> <li>• John has spoken to the Recreation Reserve Committee.</li> <li>• John has spoken to DSE and a Licence Agreement would be required.</li> <li>• Licence Agreement has been posted to Committee for consideration – awaiting signature from DSE.</li> <li>• There are some issues with the size of the shed, staying away from path, ideally go through courts.</li> <li>• Shire own the courts, DSE own further North.</li> <li>• Alignment through courts would be best as the courts are rarely used. This was agreed to by Recreation Committee and John Wilson.</li> </ul> | John Wilson         |                 |
| <p><b>5d: Jodie Fincham to investigate removal of old Tennis pavilion from Balloon Loop.</b></p> <ul style="list-style-type: none"> <li>• Advice received from Infrastructure indicates there are currently no plans to remove the structure.</li> <li>• Intended to remain as is, no budget or plans to remove.</li> <li>• Jodie to further investigate if any assessments have been made from a safety perspective as this was the initial concern.</li> </ul>                                                                                                                                                                                                                                                  | Jodie Fincham       |                 |
| <p><b>7a: John Wilson to follow up with Planning re: the progress of application Beech Forest to Ferguson Section and sign at Colac foot bridge.</b></p> <ul style="list-style-type: none"> <li>• John has visited to inspect the vegetation of concern. Has been confirmed it is native vegetation but also plentiful so no issues with removal.</li> <li>• Glen Anderson is flexible with alignment, so ideal option is to bypass and not have to remove.</li> <li>• Vic Roads have been sent formal proposal of alignment.</li> <li>• Vegetation north would trigger planning permit.</li> <li>• South, no planning permit required.</li> <li>• Waiting for a response from Vic Roads.</li> </ul>              | John Wilson         |                 |
| <p>Footbridge sign permit:</p> <ul style="list-style-type: none"> <li>• No Planning permit required as it falls in the category of road sign, so no restrictions.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                     |                 |
| <p><b>7c: Report from Heritage Overlay and assessment</b></p> <ul style="list-style-type: none"> <li>• Council passed the proposal.</li> <li>• Copy of the overlay passed around at OBRT meeting.</li> <li>• To build on formation of the railway line will trigger a planning permit.</li> <li>• Eg: a landowner can perform minor works around a mile post without a permit, but will need a permit if major works are required.</li> </ul>                                                                                                                                                                                                                                                                     |                     |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RESPONSIBLE OFFICER | ACTION DUE DATE |
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| <ul style="list-style-type: none"> <li>Jodie Fincham referred to the Council report in relation to the Colac Otway heritage overlay Audit and Former Colac-BeechForest-CrowesRailway Heritage Assessment. Provides details on the purpose of the plan.</li> <li>This document will now go out for public exhibition.</li> <li>Committee should be notified of any planning applications concerning the Trail.</li> <li>Not going to impact any current use of land, Committee will be advised of any new proposals.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                     |                 |
| <p><b>5. CORRESPONDENCE</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |                 |
| <p><b>IN:</b></p> <ul style="list-style-type: none"> <li>Email received from Pat Robinson from the Camperdown/Timboon Rail Trail. Jodie Fincham read the email to Committee, Pat asked her thanks to be passed on for attendance.</li> <li>Rail Trails Australia newsletter.</li> <li>The Committee was made aware of an email with respect to photos from the Beechy Rail.</li> <li>Email received from Bernard Jordan, thanking Jodie for providing extra information which helped with the walking group he recently visited with.</li> <li>Bernard advised the distance marker for 44km from Colac is ambiguously placed, should be closer to the gate.</li> <li>COM agreed that as this is a distance marker it therefore needs to remain where it is currently positioned.</li> <li>Invoice for OBRT brochure reprint.</li> <li>Tony received the Council Community Funding Program application &amp; guidelines <ul style="list-style-type: none"> <li>A successful application was received a few years ago for equipment.</li> <li>COM discussed possible projects that could benefit.</li> <li>Possibly funding for shelters but at this time there is no major projects.</li> <li>A suggestion to apply under the Community Projects category for funding towards the redesign and print of a new OBRT brochure. New brochure to show new trail sections as developed through RDV funding.</li> </ul> </li> </ul> | Jodie Fincham       |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | RESPONSIBLE OFFICER | ACTION DUE DATE |
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| <p><b>ACTION:</b> Tricia Jukes has volunteered to prepare and submit the application on behalf of the Committee.</p> <p>Motion: That the Committee submit an application for development of a revised OBRT brochure. Any ideas in the meantime for other projects to be submitted to the Chair for possible inclusion.</p> <p>Moved: Tony Grogan<br/>Second: Tricia Jukes<br/>Carried<br/>All in favour of using COM funds towards the brochure project.</p> <p><b>OUT:</b><br/>Nil.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Tricia Jukes        |                 |
| <p><b>6. WORKS REPORT</b></p> <p><b>Licence Agreements:</b></p> <ul style="list-style-type: none"> <li>Have been sent to Beech Forest – Ferguson landowners for consideration.</li> <li>Hoping to have them all returned before Easter but so far only 1 has been received (Towers Family).</li> <li>Midway have advised they have no objections but have not returned signed agreement as yet.</li> </ul> <p><b>Beech Forest Ferguson Works:</b></p> <ul style="list-style-type: none"> <li>Tender documents are imminent.</li> <li>Invitation to Tender on a rates basis.</li> <li>Contractor will be signed but not able to commence works immediately. Will be signed and ready to start next summer.</li> </ul> <p><b>Dinmont – Ditchley works:</b></p> <ul style="list-style-type: none"> <li>Tender has closed.</li> <li>In the process of assessing now.</li> <li>Quite a range of tenders.</li> <li>May require seeking more information from each as to how they propose to execute the project. <ul style="list-style-type: none"> <li>Tree removal</li> <li>Soil erosion</li> <li>Bridge crossings</li> </ul> </li> </ul> <p><b>Colac Station – Mercy Place works:</b></p> <ul style="list-style-type: none"> <li>CEO of Mercy Place had raised some questions regarding liability; John has addressed all of these and is awaiting a response from Mercy Place CEO.</li> <li>Mercy Place has indicated that they intend to rewrite some pieces of the agreement. The proposed changes are not considered problematic.</li> </ul> | John Wilson         |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | RESPONSIBLE OFFICER | ACTION DUE DATE |
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| <ul style="list-style-type: none"> <li>• John is expecting a response very soon from Mercy Place.</li> <li>• The section through Mercy Place is already a carriage way.</li> <li>• Paula Gardiner has suggested the need to develop an alternative option in the event that an agreement cannot be reached with Mercy Place, but hopeful to get an agreeable response.</li> <li>• If an option B is required construction works could go ahead in this season.</li> <li>• Piles of dirt and bricks have been deposited along section of where the trail is proposed to be constructed.</li> <li>• John will investigate and if, so alert tenders to relocate debris.</li> <li>• Shared zone means equal priority for vehicle and pedestrians.</li> <li>• Priority will remain that of Mercy Place, trail users will need to be mindful of Mercy Place traffic.</li> <li>• Speed limits will not be enforced by Police within Mercy Place and Local Laws do not patrol inside.</li> <li>• Speed advisory signs would be appropriate although Mercy Place have not requested these at this stage.</li> <li>• Tony advised he and Rob McCarthy (Mercy Place) have spoken about this type of signage in previous conversations.</li> <li>• The speed advisory sign could be placed on the 'Warning of Trail' sign pole</li> </ul> | John Wilson         |                 |
| <p><b>7. GENERAL BUSINESS</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                 |
| <p><b>Charter of Old Beechy Rail Trail Committee</b></p> <ul style="list-style-type: none"> <li>• Election of a new Chair is required today.</li> <li>• Nominations received <ul style="list-style-type: none"> <li>- Chris Smith nominated Tony Grogan to remain as Chair</li> <li>- Tony declined the nomination, does not wish to remain Chair</li> <li>- Tony nominates Chris Smith</li> </ul> </li> </ul> <p>Second: Noel Barry<br/>Carried: Unanimous</p> <ul style="list-style-type: none"> <li>• Chris will accept the position of Chair, to commence next meeting.</li> <li>• Chris thanked Tony, and advised the OBRT is where it is today as a result of Tony's commitment and hard work. Chris acknowledged Tony has had many dedicated members who have worked alongside him but is very appreciative of Tony's individual contribution.</li> <li>• Cyril Marriner added that Tony has done a wonderful job, always with his finger on the pulse</li> </ul>                                                                                                                                                                                                                                                                                                                                                      |                     |                 |

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| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RESPONSIBLE OFFICER                                  | ACTION DUE DATE |
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| <ul style="list-style-type: none"> <li>As attached</li> </ul> <p><b>Funding Report:</b></p> <ul style="list-style-type: none"> <li>Next report is due in May 2013. To apply for a second extension.</li> <li>If works were to commence in September then Council will not meet its target outcomes.</li> <li>There is 2 possible options               <ul style="list-style-type: none"> <li>Extension request is not accepted</li> <li>Request for extension granted</li> </ul> </li> <li>A meeting will be arranged with RDV to discuss the project and highlight the progress made to date. A review of the project timelines will be requested at this stage.</li> </ul> <p><b>Review of Council Policies:</b></p> <ul style="list-style-type: none"> <li>Jodie is seeking a realistic timeframe for Committee feedback on any changes to the OBRT Instrument of Delegation and Use of Recreation Vehicles on the Old Beechy rail Trail,               <ul style="list-style-type: none"> <li>2 weeks was agreed as an appropriate amount of time for Committee feedback.</li> </ul> </li> </ul> <p>Discussion followed on the policy - Use of Recreation Vehicles on the Old Beechy rail Trail:</p> <ul style="list-style-type: none"> <li>Users requiring support vehicles e.g.: walking/cycling groups, are they mentioned in the current policy?               <ul style="list-style-type: none"> <li>They are already named in exemptions.</li> </ul> </li> <li>Does this exempt them from completing a form?               <ul style="list-style-type: none"> <li>No, they would still need to submit an application including a risk assessment.</li> </ul> </li> <li>Does this need clarification?               <ul style="list-style-type: none"> <li>Yes</li> </ul> </li> <li>Uses – should read USERS</li> <li>If a user falls under dot point 3 – the COM definitely need input into decision</li> <li>If a users falls under dot point 4 – appropriate to only be assessed by the Recreation Co-ordinator</li> <li>This needs further clarification</li> </ul> <p><b>ACTION: All responses to Jodie by 22 April 2013</b></p> <ul style="list-style-type: none"> <li>Any major changes to be reported to Jodie Fincham, Tony Grogan and Chris Smith.</li> </ul> <p><b>ACTION: Jodie to email all suggested changes to ALL on COM</b></p> <p><b>Golden Gumboot:</b></p> | <p>Jodie Fincham</p> <p>All</p> <p>Jodie Fincham</p> |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | RESPONSIBLE OFFICER | ACTION DUE DATE |
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| <ul style="list-style-type: none"> <li>Vicki Jeffrey (Events Officer) has asked if anyone would like to volunteer to paint the gumboots for the Golden Gumboot event.</li> <li>Chris Smith suggested the Youth Council.</li> <li>Issues with risk assessments etc if students are involved, but could be worked through.</li> <li>Tricia Jukes and Christine Humphris will be happy to paint the boots.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Jodie Fincham       |                 |
| <p><b>ACTION: Jodie to email Tricia and Christine with details of when etc.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |                 |
| <p><b>Glenfyne Hall gathering with neighbouring Rail Trail Committee:</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                     |                 |
| <ul style="list-style-type: none"> <li>Tony Grogan, Chris Smith and Bernard Jordan all attended the meeting.</li> <li>Representatives from: <ul style="list-style-type: none"> <li>Camperdown – Timboon Trail</li> <li>Tiger Rail Trail</li> <li>OBRT</li> <li>Warrnambool – Port Fairy Trail</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jodie Fincham       |                 |
| <ul style="list-style-type: none"> <li>Warrnambool – Port Fairy trail all on public land – lease to landowners to be reviewed.</li> <li>Camperdown – Timboon trail has a lot of sections with original sleepers and rails in place that have been gravelled, but cyclists have complained about surface.</li> <li>No Council involvement from either Shires</li> <li>Pedestrian counters along the Camperdown – Timboon trail are boxes under bridges. Were impressed by counters along OBRT</li> <li>Jodie Fincham has sent information to Committee regarding the counters</li> <li>The walk along Glenfyne was pleasant and enjoyable, very enthusiastic group of people.</li> <li>Envious of our Council's involvement and support for project</li> <li>They do not experience many landowner issues</li> <li>Surface was inferior due to sleepers and old original rails. Where necessary to avoid old bridges, narrow goat tracks meander down through the gully.</li> <li>Interpretive signage along the OBRT was beneficial to users</li> </ul> | Cyril Marriner      |                 |
| <p><b>Maintenance:</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |                 |
| <ul style="list-style-type: none"> <li>Gravel along Midway section needs attending to - Council's responsibility</li> <li>Sign has fallen down – looks to be when slashing occurred.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                     |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | RESPONSIBLE OFFICER | ACTION DUE DATE |
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| <p><b>Beechy Train:</b></p> <ul style="list-style-type: none"> <li>• No train this season so far due to closures with Harvesting.</li> <li>• Unlikely any trips will occur now.</li> <li>• One older group of volunteers from Colac VIC would like a trip during volunteer's week. Chris will try and organise this.</li> </ul> <p><b>Fun Run</b></p> <ul style="list-style-type: none"> <li>• Feedback on 2013 Fun Run was that it went very well. Good profit made.</li> <li>• OBRT Committee enquired about the possibility of a donation to the OBRT COM in future?<br/>To be further discussed with the organisers.</li> </ul> <p><b>9. ITEMS FOR FUTURE MEETING</b></p> | Chris Smith         |                 |

Time Meeting Concluded: 12.20pm

**NEXT MEETING** – Monday, 3 June 2013 10.00am COPACC

**RIDF Funding (Regional Infrastructure Development Funding)**

- Ongoing monitoring of works progress. Regular team meetings continue to be held with Capital Works Co-ordinator and Manager Capital Works.
- Next report due to Regional Development Victoria (RDV) May 2013.
- Discussions to be held with RDV regarding project timelines.

**OBRT Brochure**

- Reprint of brochures received.
- Distribution of new brochures has been arranged.

**Licence agreements**

- Licence Agreements currently being circulated to private landowners along Beech Forest to Ferguson section of trail. Midway and Towers family have provided agreements. Still waiting on responses from others.

**Review of Council Policy and Instrument of Delegation**

- Two Council documents require review/input from Committee:
  - Instrument of Delegation OBRT and
  - Use of the Old Beechy Rail Trail by Recreation Vehicles policy.

**OBRT Survey**

- Survey currently featured on the following websites: Colac Otway Shire, Otways Tourism and Rail Trails Australia.

**Golden Gumboot**

- Increased Committee involvement – is painting the boots an option for the Friends?

**Pedestrian Counters**

- Data report presented with figures recorded from Friday 5 April 2013.
- Report with figures to be distributed to Committee.
- Lots of people using the trail on Friday 5 April. Mackillop Family services considering using the trail for bike riding group in October/November for 'at risk' youth. The proposal is a riding camp activity similar to the program for the Youth Council Beechy rail trail hike i.e. camp at Gellibrand and walk/ride the trail. Further information to be provided at a later date.



# YOUTH COUNCIL

Minutes of the Colac Otway Youth Council held on Monday 29 April 2013 at 4.00pm, COPACC

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                | RESPONSIBLE PERSON | ACTION DUE DATE |
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| <b>ATTENDEES:</b><br><b>Youth Councillors:</b> Tassia Georgakis (Chair), Spencer Cochrane, Josh Smith, Tom Robinson, Chloe Robbins, Taylah Walters, Sinead Leamer, Claire Whytcross, Bonnie Darlow, Kyrrah Howell, Amy Brauer<br><br><b>Mentors:</b> , Chris Smith, Rhonda Deigan, Emma Warton, Terry Woodcroft (4.10pm to 4.15pm)                                                                                                             |                    |                 |
| <b>APOLOGIES:</b> Jasmine Reid, Kerri Bauer, Ory Reid<br><br>Moved: Chloe Robbins Seconded: Taylah Walters Carried                                                                                                                                                                                                                                                                                                                             |                    |                 |
| 1. Meeting called to order at 4.00pm by Chair                                                                                                                                                                                                                                                                                                                                                                                                  |                    |                 |
| <b>2. MINUTES OF THE LAST MEETING:</b><br><br>Claire Whytcross read the minutes arising from the 22 April 2013 Youth council meeting.<br><br>Bonnie Darlow moved that the minutes of the meeting held on 22 April 2013 be accepted. Seconded by Chloe Robbins. Carried                                                                                                                                                                         |                    |                 |
| Business arising: <ul style="list-style-type: none"> <li>Chloe went to Salvation Army and no volunteers are needed at present, now enquiring at Red Cross and Life Line.</li> <li>Rhonda to enquire about money in account and let Amy know.</li> <li>Rhonda to organise badges.</li> <li>Chris organised wreath and used \$60 of his own cash.</li> </ul>                                                                                     |                    |                 |
| Motion: Youth Council to reimburse Councillor Chris Smith \$60 for the cost of the Anzac Day wreath.<br>(Moved: Tom Robinson Seconded: Spencer Cochrane.)                                                                                                                                                                                                                                                                                      |                    |                 |
| Youth Council discussed the positive experience of attending the Anzac Day Dawn Service and March commenting on how mature the group acted and how impressed they were at the huge turnout.<br><br>Terry Woodcroft left the meeting at 4.15pm                                                                                                                                                                                                  |                    |                 |
| <b>3. CORRESPONDENCE:</b><br><br><b>IN</b> – Youth Councillors invited to G21 Public Transport Plan Forum on Tuesday 14 <sup>th</sup> May 2013.<br><br>Discussion on current public transport services available followed and it was agreed that more train services were required and that the Colac bus needed more publicity to raise awareness of the services provided. Those attending the forum were encouraged to look at G21 website. |                    |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | RESPONSIBLE PERSON | ACTION DUE DATE |
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| <p>Moved: Taylah Walters Seconded: Amy Brauer that Taylah Walters, Bonnie Darlow and Josh Smith would represent Youth Council at the G21 Public Transport Plan forum on 14 May 2013. Carried</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    |                 |
| <p><b>OUT – NIL</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |                 |
| <p><b>4. 2013 Youth Council Projects/Events Involvement</b></p> <ul style="list-style-type: none"> <li>Bonnie made the point of not combining Colanda and Colac Specialist School clients together in a sports/activities program given the difference in age groups.</li> </ul> <p>Youth Councillors volunteered to be involved in the following activities:</p> <ul style="list-style-type: none"> <li>Video (Tom, Josh, Spencer, Kyrah)</li> <li>Kids Disco/Picnic (Taylah, Tom, Tassia)</li> <li>Seniors/Mercy/ Do Care (Claire, Tassia, Bonnie, Sinead)</li> <li>Charity/Volunteer/raise fund help (Amy, Jasmine, Kyrah, Chloe, Tassia)</li> <li>Youth/ skatepark/ bmx (Tom, Josh, Spencer)</li> <li>Disability/Special School/Colanda (Bonnie, Amy, Jasmine)</li> </ul> <p>Youth Councillors were reminded that the role of the groups was to gather information on possible activities/events for consideration by the Youth Council.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    |                 |
| <p><b>5. Youth Council Whip Around;</b></p> <p>Tom: Suggested that Youth Council invest in a banner.</p> <p>Josh: Photos for skate park event.</p> <p>Bonnie- Colanda/Special school should not be at same event.</p> <p>Sinead- Nil.</p> <p>Chloe- Planes were cool and encouraging friends to do it.</p> <p>Terry- Apology. Successful event, congratulating everyone on their behaviour at both the two day retreat and Anzac Day ceremony.</p> <p>Rhonda- Joined facebook.</p> <p>Amy- We were lucky to go in planes.</p> <p>Taylah- Facebook spill for open day at airfield. Good publicity. Teddy bear picnic with primary and secondary school kids.</p> <p>Kyrah- No diabetes clinic or diabetic support clinic in Colac.</p> <p>Emma- Like and share youth page. 'Colac Area Health Youth Development'.</p> <p>Chris- Promote Colac Aero Club open day.</p> <p>Youth Council discussed the recent two day retreat and agreed that the structure of the retreat worked well with the flights on the second day the highlight of the retreat. The group found the wait on the bus to be a bonding and positive experience.</p> <p>Youth Councillors were commended on their behaviour throughout the two days. A suggestion was put forward that Youth Council express their appreciation to the pilot and Colac Aero Club in the form of a gift.</p> <p>Chris- Commended behaviour. All comments were glowing regarding their behaviour. Mark should be thanked. He did an incredible job.</p> |                    |                 |
| <p>Moved Chloe Robbins and seconded Spencer Cochrane that Youth Council present Mark and the Colac Aero Club with two framed photographs in appreciation for their hospitality and flights on 23 April 2013 with Chris Smith and Taylah Walters to organise gifts up to the value of \$150. Carried</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RESPONSIBLE PERSON | ACTION DUE DATE |
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| <p>Youth Council to consider options to reimburse Chris Smith should the cost of the gifts exceed \$150.</p> <p><b>Colac Aero Club Open Day</b><br/>Youth Councillors discussed attendance at the Colac Aero Club Open Day on 5 May 2013.</p> <p>Moved Taylah Walters and seconded Tom Robinson that the following Youth Councillors will attend the Colac Aero Club from 9.30am on 5 May 2013: Tom Robinson, Taylah Walters, Bonnie Darlow and Claire Whytcross.<br/>Carried</p> <p>Spencer Cochrane and Amy Brauer indicated that they hoped to attend. Chris Smith and Josh Smith to attend from 12.00pm.</p> <p>Josh Smith left the meeting at 5.00pm.</p> |                    |                 |
| <p><b>6. Other Business</b></p> <ul style="list-style-type: none"> <li>Diabetes Support Group and Youth Council banner to be included on agenda for next meeting</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    |                 |
| <p><b>Important Dates</b><br/><b>Next Meeting: 13 May 2013</b><br/><b><u>**Remember to bring a notepad and pen**</u></b></p> <p><b>Meeting closed 5.06pm</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    |                 |



# YOUTH COUNCIL

Minutes of the Colac Otway Youth Council held on Monday 13 May 2013 at 4.03pm, COPACC

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | RESPONSIBLE PERSON | ACTION DUE DATE |
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| <b>ATTENDEES:</b><br><b>Youth Councillors</b> Josh Smith (Acting Chair), Spencer Cochrane, Tom Robinson, Chloe Robbins, Taylah Walters, Claire Whytcross, Bonnie Darlow , Jasmine Steen and Amy Brauer arrived at 4.15pm<br><br><b>Mentors:</b> , Chris Smith, Rhonda Deigan, Emma Warton, Terry Woodcroft, Kerri Bauer,                                                                                                                                                                                            |                    |                 |
| <b>APOLOGIES:</b><br><b>Tassia, Kyrah Howell, Sinead Leamer, Ory Reid</b><br><br>Moved: Spencer Cochrane    Seconded: Taylah Walters<br>Carried                                                                                                                                                                                                                                                                                                                                                                     |                    |                 |
| 1. Meeting called to order at 4.03pm by Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Josh Smith         |                 |
| <b>2. MINUTES OF THE LAST MEETING:</b><br><br>Minutes arising from the 29 April 2013 Youth Council meeting were accepted as circulated.<br><br>Moved: Tom Robinson    Seconded: Bonnie Darlow    Carried<br><br><b>Business Arising:</b> <ul style="list-style-type: none"> <li>Badges have been circulated</li> <li>Photos presented to Colac Aero Club - \$130 in total spent on two engraved photo frames</li> <li>Youth Councillors enjoyed assisting at the Colac Aero Club open day on 5 May 2013.</li> </ul> |                    |                 |
| <b>3. CORRESPONDENCE:</b><br><br><b>IN –</b><br>-Invitation to Colac Marketing Strategy launch on 23 <sup>rd</sup> May 2013 from 6pm till 7pm. Rhonda to RSVP for Bonnie, Taylah, Claire, Josh, Kerri and maybe Spencer.<br>- Colac City Band Trivia Afternoon 14 <sup>th</sup> July. 1.30pm for 2pm start. Food provided.<br>-Rhonda given bill for wreath and shirt.<br>-Transport meeting: Tuesday 14 May 2013 1.30pm till 5pm at COPPAC.<br><br><b>OUT – NIL</b><br><br>Moved: Chloe Seconded: Taylah Carried   | Rhonda             |                 |
| <b>4. 2013 Youth Council Projects/Events Involvement:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                    |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | RESPONSIBLE PERSON                              | ACTION DUE DATE |
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| <p>-Video. Nil</p> <p>-Disco/ Picnic: 3 schools have a similar version. Happy to support, but be careful not to do twice.</p> <p>-Seniors/Mercy/Do Care: Mercy wanting Youth Councillors to assist with ipad program.</p> <p>-Volunteer/raising funds: Chloe went to Lifeline and Red Cross and neither managers were there. Y-Gap lots of fundraising programs to build classrooms and to provide food for youths. Considering a 5 cents program where boxes are put around for spare 5 cent pieces to be put in and donated to charity.</p> <p>-Youth Skatepark/ bmx: Forrest proposal abandoned. Geelong BMX website to be investigated.</p> <p>-Disability/ Special School/ Colanda: Nil.</p> <p>(next week informal meeting at La Porchetta in the Sport's Room from 5.00pm)</p> <p>Motion : Informal dinner at La Porchetta from 5.00pm to 7.00pm to discuss in small groups planned activities for 2013.</p> <p>Moved: Taylah Walters Seconded: Spencer Cocherane Carried</p>                                                                                                                                                                                         |                                                 |                 |
| <p><b>5. Youth Council Whip Around;</b></p> <p>Chloe: Proper athletic running track needed for Colac.</p> <p>Jasmine- Pioneer and Suffragists book given to principal.</p> <p>Claire-Nil.</p> <p>Rhonda- Nil.</p> <p>Emma- Congratulated Bonnie who shared the Youth development facebook page and won a \$20 I-Tunes gift voucher.</p> <p>Amy- Little Athletics committee to help look into running track.</p> <p>Taylah- Nil.</p> <p>Terry- Encouraged all Youth Councillors to come to Marketing Strategy launch and the G21 Public Transport Strategy forum.</p> <p>Tom- Kids disco, Tom trying to organise disco.</p> <p>Spencer- Skate park users weren't happy with butterflies, maybe get real graffiti art.</p> <p>Chris- Appreciated our attendance at Pioneers &amp; Suffragists Book presentation.</p> <p>Bonnie- Wants to thank everyone for attending the Colac Aero Club day.</p> <p>Josh- Been talking to skatepark users and they have asked for another skatepark day with food, music and bike guru and have some kind of competition.</p> <p>Kerri- Looking forward to working with the group and encouraged Youth Councillors to wear their badges.</p> |                                                 |                 |
| <p><b>6. Other Business</b></p> <p><b>OTHER BUSINESS:</b></p> <ul style="list-style-type: none"> <li>i. Youth Council Banner – Emma to investigate cost of banner through CPS.</li> <li>ii. Diabetes Support Group: Terry to provide details on the Colac Area Health Diabetes Awareness Meeting.</li> <li>iii. Youth Health Hub Arts Competition: Young People Creating (YPC) have launched an art competition for young people aged 12-25 to submit their interpretation on how they see the youth of Colac. YPC need help in getting the competition promoted within the community and possibly help at exhibition.</li> </ul> <p>Motion to support YPC by promoting the Youth Hub art competition in</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Emma</p> <p>Terry</p> <p>Emma</p> <p>All</p> |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                      | RESPONSIBLE PERSON | ACTION DUE DATE |
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| <p>the community. Moved : Chloe Seconded: Bonnie. Carried.</p> <p>iv. IDAHO – 17 May 2013: IDAHO is an international day against homophobia and transphobia. Youth Councillors were encouraged to wear purple on this day to show their support.</p> | All                |                 |
| <p><b>Important Dates</b></p> <p><b>Next Meeting: 27 May 2013.</b></p> <p><b><u>**Remember to bring a notepad and pen**</u></b></p> <p><b>Meeting closed 5.07pm</b></p>                                                                              |                    |                 |



## STATE COUNCIL

16 May 2013

### RESOLUTIONS FROM MEMBERSHIP

#### Changes to natural disaster relief and recovery arrangements

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##### Resolution

That the MAV seek:

- The suspension of recent changes made to the Natural Disaster Relief and Recovery funding arrangements in respect to the definition of what constitutes Essential Public Infrastructure; and
- Reinstatement of full disaster relief and recovery funding for damaged local government sporting, recreation and community assets until a review of the disaster relief and recovery funding arrangements, involving local government, has been satisfactorily completed.

#### Victorian Emergency Management Reforms - Role of Local Government

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##### Resolution

That the MAV work with the Victorian Government to ensure that Emergency Management Reforms proposed in Victoria:

- Result in Local Government participation and contribution being appropriately integrated with the emergency incident management process;
- Ensure that recovery requirements are recognised early during an incident and that there is a process for a smooth transition to and coordination of recovery activities following an incident; and

Recognise that community recovery is an important role for Local Government in working with communities to increase their resilience over time.

#### Community Alert Sirens

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##### Resolution

That the Municipal Association of Victoria advocate in relation to the management of community alert sirens, for the State Government to ensure that:

- Installation and implementation of sirens should not just be a community decision, but should be made by the state government, in consultation with the community and local government, and be based on risk and funded accordingly;
- Existing Community Alert Siren guidelines should be amended accordingly.

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## **Fire Services Levy Funding**

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### **Resolution**

That the MAV strongly advocate to the Victorian State Government to ensure that councils receive full and fair compensation for all costs incurred through the implementation and ongoing collection of the State Government Fire Services Property Levy.

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## **Fire Services Levy**

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### **Resolution**

That the Municipal Association of Victoria State Council seeks assurances that the State Government will undertake a comprehensive state wide communication campaign advising property owners of the Fire Services Levy and that Local Government is the collection agency on behalf of the state.

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## **Bushfire Management Overlay Review**

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### **Resolution**

that the MAV requests the Minister for Planning:

- Urgently convene a meeting between affected Councils, CFA, DSE and DPCD to resolve conflicts and unforeseen implications of the BMO.
- Review the Bushfire Management Overlay control and scope, given its extensive and unforeseen negative implications on existing settlements and communities.

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## **Defined Benefit Superannuation**

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### **Resolution**

That the MAV State Council calls for:

1. Continued advocacy for the Commonwealth to waive or rebate the 15% contribution tax payable on the current \$453m (plus contribution tax) and any possible future calls.
2. Return local government to be on an equal footing with other levels of government through legislative change withdrawing local government from the requirements of the SIS Act to fully fund any shortfalls.
3. The Vision Superannuation Board provide bi-annual (6 monthly) updates to member Councils on the investment performance of the LASB Defined Benefits Superannuation Fund

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## **Nationally consistent superannuation for public servants**

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### **Resolution**

that the MAV request the Commonwealth Government to develop a consistent superannuation policy covering all Commonwealth, State, Territory and Local Government public servants for consideration at a future meeting of the Council of Australian Governments (COAG) in 2014

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## **Differential Rates**

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### **Resolution**

That the MAV advocate to the Minister for Local Government:

To permit the levying of differential rates for Electronic Gaming Machine land that provides funding to allow Councils to develop and implement strategies to reduce the impact of problem gambling.

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## **General valuation frequency**

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### **Resolution**

That the MAV lobby the State Government to change the general valuation frequency from two to four years.

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## **State Government Municipal Rates Concession**

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### **Resolution**

That the MAV advocate to the Victorian State Government to substantially increase the State Government's maximum annual pensioner rate rebate concession, in addition to annual indexation, to better reflect the increasing costs of living being experienced by eligible pensioners.

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## **Increase in eligible pensioner concession rebate**

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### **Resolution**

That the MAV State Council:

1. Write to the Victorian State Government Premier, Treasurer, Minister for Community Services and local members of Parliament advocating for an increase in the eligible Pensioner Concession rebate from its current \$198 to at least \$250 for 2013/14.
2. Request that the indexation method be changed from 2014/15 to the Municipal Association of Victoria (MAV) Local Government Cost Index to more appropriately support eligible pensioners.

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## **Federal and State Governments Funding**

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### **Resolution**

That the MAV advocate to the State and Federal Governments:

For greater equity in the distribution of Commonwealth grant funding to Councils by consideration of factors such as diversity of language and culture, the cost of servicing communities with high number of migrants, indigenous population and aged pensioners and lower socio-economic factors.

Although about 40 per cent of the Darebin's residents earned under \$600 per week, the Victoria Grants Commission formulae has declined from \$41 per capita in 20013 to \$27 per capita in 2013. This decline is the direct result of a reduction in Federal funding and inadequacies in the formulae used by the State Government to allocate federal funding.

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## **Improving the impact of financial assistance grants on Local Government financial sustainability**

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### **Resolution**

That the Municipal Association of Victoria seeks a commitment from the Australian Government to:

- ensuring ongoing practical support for rural, regional and remote areas by providing a level of funding that is sustainable over the long term which in turn, will improve their effectiveness and ability to provide services to their communities; and
- securing this outcome through an improved allocation methodology for distributing Financial Assistance Grants (FAGs) that incorporates a greater needs-based allocation, improved grant equalisation outcomes and removal or at least reduction of the minimum grant entitlement.

## **Name one standard kindergarten registration procedure**

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### **Resolution**

That the MAV advocate to and work with State Government to implement a single standard Kindergarten Central Enrolment process across the state by 2015.

## **Support for regional carer support networks**

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### **Resolution**

That the Municipal Association of Victoria seeks a commitment from the Australian Government to:

Increase assistance to Carers, in particular to Fund 44 Regional Carers Support and Advocacy Networks Nationwide to ensure that caring Families obtain grassroot support in their irreplaceable role as unpaid carers.

## **Funding for Children with additional needs**

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### **Resolution**

That whilst welcoming the allocation of \$34.6M in the 2013-14 Victorian State Budget, that the MAV make representations to the Victorian Government for it to continue to provide adequate resources and funding to support appropriate levels of specialist multi-disciplinary assessment, diagnosis and therapy services for all Victorian children with additional needs in the year prior to them first attending school.

## **HACC Funding**

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### **Resolution**

That the MAV:

1. Prioritise their current work in relation to Home and Community Care (HACC) in order to address local government's current concerns regarding the sustainability of these services:
  - Income needs to meet cost of providing the service
  - Opportunities for operating efficiency and productivity gains
  - Better service models for the future
2. Advocate to both the State and Federal Government to:
  - increase existing local government HACC funding/income to more closely reflect service costs and to minimise the growing cost burden for Councils
  - increase funding indexation rates to reflect the increasing costs associated with service provision (ie funding indexation rates are well below CPI and ongoing service cost increases)

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## **School Focused Youth Services**

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### **Resolution**

That the MAV advocate to the Victorian State Government to:

- Reinstatement of School Focused Youth Services (SFYS) funding for at least an interim period until the new arrangements for supporting young people are established
- Share the approach regarding the youth service linking education and community support that supports vulnerable young people; and
- Ensure any new approach will improve outcomes for vulnerable young people and take into consideration the strengths of the school focused youth service model.

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## **Uniform occupational health and safety regimes**

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### **Resolution**

That the MAV State Council:

Advocate to State Governments about the importance of uniform Occupational Health and Safety (OHS) regimes across Australia, particularly in municipalities bordering other states and that the local government sector urges state governments that have not already done so to adopt the uniform national OHS legislation.

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## **Libraries funding arrangements**

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### **Resolution**

The MAV continue to lobby for improved recurrent and capital library funding, including a review of the current funding mechanisms and the distribution formula weighting factors, establishment of a long term Living Libraries capital fund, and analysis of the potential impact of the Ministerial Advisory Council (MAC) report outcomes on future funding models.

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## **Planning Scheme - Environmentally Efficient Design**

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### **Resolution**

That the MAV write to the Minister for Planning and the Premier to voice its support for a state-wide approach to the implementation of Environmentally Efficient Design provisions in planning schemes across Victoria as being pursued by the Cities of Banyule, Moreland, Port Phillip and Whitehorse."

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## **Permit Application Fees - Planning & Environment Act (1987)**

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### **Resolution**

That the Municipal Association of Victoria State Council calls on the State Government to introduce as a matter of urgency a system where planning application fees are:

1. Indexed to inflation as a minimum; and
2. Ultimately set by councils themselves.

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## **Commonwealth Land**

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### **Resolution**

That the MAV advocate for the Victorian State Government to advocate along with Local Government to the Commonwealth Government to improve the level of scrutiny and ensure parity of decision making processes associated with land which is under the control of the Commonwealth Government.

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## **Equity for Victoria's growth corridors: Preventing vulnerability**

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### **Resolution**

That the MAV requests that the State Government develop policies that support social equity for children, young people and families in rural, regional and urban fringe areas of Victoria.

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## **Mobile telecommunications in Rural and Regional Victoria**

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### **Resolution**

The Municipal Association of Victoria recognise that the coverage and data speeds currently available from all mobile telecommunications providers across large tracts of rural and regional Victoria are inadequate.

-That the Municipal Association of Victoria write to the Federal Minister for Broadband, Communications and the Digital Economy to lobby for an intervention from the Federal Government to rectify this situation.

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## **Fibre to the Premises (FTTP) Model for NBN**

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### **Resolution**

That the Municipal Association of Victoria adopts a position of favouring a Fibre to the Premises (FTTP) rather than a Fibre to the Node (FTTN) model for a National Broadband Network.

- That the Municipal Association of Victoria write to the Federal Minister for Broadband, Communications and the Digital Economy and the Federal Opposition Shadow Minister for Communications and Broadband to express this view.

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## **Infrastructure Australia**

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### **Resolution**

That the MAV support the continuation of Infrastructure Australia as a national expert body at arms-length from government, with a brief to financially support nation building infrastructure development across a broad range of infrastructure classes, based on sound business cases with transparent business case assumptions.

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## **Demolition of Buildings**

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### **Resolution**

That the MAV State Council:

- a) Write and advocate to the State Minister for Planning requesting that a change to the Victoria Planning Provisions be explored to stipulate that the demolition of residential dwellings in designated areas requires planning permission;
- b) Request the Minister for appropriate State funding to be provided to all municipalities to adequately resource the processing of such permit applications; and
- c) Request the Minister to urgently review the penalties for the unauthorised removal of trees and other vegetation under the Planning and Environment Act and the Local Government Act having regard to other penalty systems which exist outside Victoria.

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## **Victorian Taxi Inquiry**

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### **Resolution**

That the MAV strongly encourage the Victorian State Government to endorse the findings of the recently completed Victorian Taxi Inquiry and adopt the recommendations of the final report.

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## **Arterial Roads Funding**

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### **Resolution**

That the MAV strongly advocate to the State Government Minister for Roads and Public Transport for the expansion of existing and/or the introduction of an additional new funding program to address the backlog of poor quality urban arterial roads, which are currently not programmed for construction.

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## **East West Link - Western part**

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### **Resolution**

That the MAV support the western part of the West East Link as an urgent and vital contributor to the resilience of Victoria's transport system, to allow for a second major river crossing of the Yarra/Maribyrnong Rivers to the port and central Melbourne for those living in the western part of Victoria, and as a vital road link in freight movements which play a critical role in the economic health of our state and country. Further the MAV calls for the public release of the business case assumptions for the entire project.

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## **Fund the Great Ocean Road**

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### **Resolution**

That the Municipal Association of Victoria :

1. Lobby the Federal Government to include the Great Ocean Road (spanning 243 kilometres along the western Victorian coast from Torquay to just short of Warrnambool) within the National Land Transport Network to recognise its national significance for federal government funding purposes, and
2. Lobby the State and Federal governments to gain commitments for a minimum level of funding of \$10 million-a-year for five years to ensure the road is upgraded and maintained to a suitable standard to meet current and future demand – total commitment being \$50 million.

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## **Enhanced Proactive Vicroads Asset Maintenance Program**

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### **Resolution**

That the Municipal Association of Victoria advocate to the State Government to provide adequate funding to VicRoads to enable enhanced proactive maintenance programs for their assets to improve the amenity of local precincts.

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## **Commitment to Fund Stage 2 - Doncaster Rail Link**

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### **Resolution**

That the MAV request the Minister for Public Transport to fund stage 2 of the feasibility study on a rail link to Doncaster Rail.

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## Public Transport Victoria network development plan

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### Resolution

That the MAV welcomes the publication of the Public Transport Victoria network development plan for metropolitan rail, which recognizes the priority of the Metro 1 project for building capacity in the longer term, and has the support of Infrastructure Australia. That the MAV State Council:

- a) calls for greater consultation in future with Councils on amendments to the plan, and a strong focus in the short to medium term is maintained on signalling improvements, procuring additional trains and grade separations.
- b) support the Victorian Government in seeking Infrastructure Australia funding for the Melbourne Metro, identified as a lynchpin project to enable the Public Transport Victoria Plan the capability of increased capacity.

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## Metropolitan bus service reviews

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### Resolution

That the MAV calls on the State Government to affirm its commitment to the benefits of public transport by allocating funding to implement actions in the Metropolitan Bus Service Reviews completed in 2009 and 2010.

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## Myki

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### Resolution

that the MAV advocate to the Victorian State Government to review the MYKI card access and management systems by:

1. Immediately reviewing the MYKI card access and management systems, with a view to removing barriers and improving access to better service all users of the MYKI system;
2. Extending the validity of MYKI beyond one year;
3. Allowing card replacement and return, to occur at all railway station ticket offices;
4. Extending the network of both MYKI check and MYKI machines to include service points in a variety of locations such as supermarkets, local shopping centres and community hubs.

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## School Crossing Funding

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### Resolution

That the Municipal Association of Victoria State Council calls on the State Government to:-

1. urgently increase the funding for school crossing supervision to appropriate levels to local governments to at least a 50% : 50% split between State and Local Government"; and
2. reverse the decision to not fund light operated crossings.

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## Cyclist Safety

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### Resolution

That the Municipal Association of Victoria (MAV) seek the following commitments from the State Government as a matter of priority:

- To develop and implement a program for intersection improvements to improve safety and access for cyclists at high-risk intersections.

- Allocate funding to provide cyclists with improved infrastructure and safer vehicle speeds to reduce their risk and support the uptake of sustainable travel modes in line with the strategic direction in its Road Safety Strategy.

## **Vic Roads Maintenance - Roadside Vegetation**

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### **Resolution**

That the MAV:

- Ensure that minimum maintenance standards for Vicroads roadside vegetation and asset care is increased to meet community expectations.
- Facilitate a meeting with VicRoads and Council representatives in order to determine service levels in line with community expectations.

## **Roadside pest plans and animal management**

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### **Resolution**

That the Municipal Association of Victoria advocate, in relation to management of roadside pest plants and animals, for the State Government to ensure that:

- Any increase in local government's legislative responsibilities for pest plants and animals is matched by an ongoing and corresponding increase in State Government funding to councils;
- When implementing the Bailey Report on Roadside Weeds and Pests, the following recommendations contained in the report are implemented:
  - Costs to control regionally controlled weeds and rabbits on municipal roads be shared between the State Government and councils (Recommendation 6);
  - A Roadside Weed and Rabbit Control Plan will be the mechanism for councils to meet their responsibilities in regards to managing regionally controlled weeds and rabbits on municipal roads (Recommendation 13); and
  - The development and implementation of Roadside Weed and Rabbit Control Plans by councils will be dependent on the amount of funds provided under cost sharing arrangements (Recommendation 14).

## **Environmental upgrade agreements – suggested inclusion in Local Government Act 1989**

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### **Resolution**

That the State Government amend the Local Government Act 1989 to enable all councils in Victoria, in partnership with Australian financial institutions, to enter into voluntary Environmental Upgrade Agreements with building owners to finance environmental upgrades for energy and water efficiency for non-residential buildings.

## **Tree removal**

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### **Resolution**

That MAV lobby the State Government to set minimum penalties that will act as an effective deterrent against the illegal removal of trees.

## **Green waste facilities**

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### **Resolution**

That MAV lobby the State government for the timely implementation of an effective network of green waste facilities located away from residential areas to meet the green waste recycling needs of Melbourne.

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## **EPA noise guidelines for motorcycle sport**

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### **Resolution**

That the MAV request the EPA Victoria to develop Noise Restriction Guidelines for recreational activities including motorcycle facilities which cause noise nuisance.

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## **State funding for organics processing**

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### **Resolution**

That the MAV acknowledges the State Government's programs and strategies to establish sustainable organics processing supported by strong markets, and advocates to the State Government to increase its allocation of funds raised from the landfill levy to develop new technologies and markets to support the treatment of both green and food waste from the municipal, commercial and industrial sector, in order to increase the diversion of waste from landfill.

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## **Funding Support For Melbourne's Green Wedges**

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### **Resolution**

that the Victorian Government provide a dedicated pool of funding for green wedge council's to manage on behalf of all Victorians for:

1. The high risk profile of green wedge areas in relation to natural disasters such as bushfires, landslip and floods.
2. Implementation funding for Green Wedge Management Plans for biodiversity mapping, being the priority implementation item. This would provide improved assessment, enhanced native vegetation protection and allow better targeting of private land management.
3. Tourism and recreational infrastructure projects in the green wedges

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## **Contract for Local Elections**

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**Submitting Council: Banyule City Council**

### **Resolution**

that the MAV investigate increased competition for the provision of Council election services for the 2016 Council elections.

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## **Review of the provisions of the Local Government Act 1989 applying to municipal elections**

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### **Resolution**

That the MAV strongly advocate to the Minister for Local Government to undertake a comprehensive review of the provisions of the Local Government Act 1989 applying to municipal elections to:

1. strengthen the provisions relating to candidate eligibility and to empower the Returning Officer to remove an ineligible candidate;
2. provide greater clarity on the obligations placed on the Chief Executive Officer during the pre-election (caretaker) period;

3. address the advantage afforded to candidates by the system used for determining the order that candidates appear on the ballot paper; and
4. enhance the democratic process by increasing the electorate's awareness of the qualifications/credentials of all candidates

## **Capital city membership on the MAV Board**

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1. That the MAV develop a discussion paper on this proposal including its impacts on representation across the sector
2. That MAV consult with members prior to putting any recommendations for constitutional change to the next State Council.

## **Shared services incentives**

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### **Resolution**

That the MAV calls upon the Victorian Government, particularly the Minister for Local Government and the Deputy Premier, to provide financial incentives to Councils willing to collaborate on a regional scale to implement shared services either through IT systems or back office services.

## **Website disclosure of council leasing arrangements**

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### **Resolution**

That the State Council:

1. embraces the concept of open government through the systematic release of more data and information by member councils about their operations;
2. commends Manningham City Council for being the first Victorian council to comprehensively disclose on its website the terms on which third parties lease council land and buildings; and
3. encourages other Victorian councils to follow Manningham's lead and publish a lease register online which allows the public and all stakeholders to understand who has access to ratepayer owned land and buildings, for how long and on what terms.

## **Smoke free alfresco dinning - whole of Victoria Approach**

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### **Resolution**

That the State Government implement a state wide approach that provides for smoke-free alfresco dining in Victoria.

## **Special interest advisory group for VCAT appeals relating to the Domestic Animals Act**

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### **Resolution**

That the MAV establish and facilitate a 'Special Interest Advisory Group' to discuss, collate data, evaluate program activity and evaluate VCAT appeal data with a view to advocating legislative reform which will remove ambiguity and enable Councils to effectively administer the Domestic Animals Act and meet the objectives of this Act, in particular with respect to dangerous dogs.

As an example, it is suggested that the MAV represent Council to collate the following information:

1. The total number of application appeals lodged with VCAT against Council's (all Councils) original decision to declare a dog dangerous.

2. Of these appeals, how many were contested and how many were uncontested due to the non appearance of the applicant?
3. How many of these appeals were upheld in favour of the dog owner and what were the main reasons supporting the decision?
4. How many of these appeals have been in favour of Council's original decision? (ie. VCAT ruled in Council's favour).
5. This information (1-4) is to form the basis of local government lobbying the State Government to review and update legislation in response to the serious flaws existing with the current legislation/VCAT appeal processes. Expecting Councils to commit ratepayer money to fund expensive and on- going appeals in order to implement State enacted legislation is unsustainable and unwarranted in terms of community safety and effective use of resources.

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## **VCGLR and gaming expenditure Transfer**

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### **Resolution**

That the MAV advocate for the Victorian Commission for Gambling and Liquor Regulation (VCGLR) to carry out the necessary research to enable greater clarity and understanding of predicted expenditure and likely transferred expenditure arising from proposals involving the installation of additional electronic gaming machines.

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## **VCGLR Timelines**

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### **Resolution**

That the MAV advocate for the State Government to amend the relevant section of the Gambling Regulation Amendment (Licensing) Bill 2010 to ensure Councils have sufficient time to respond to planning permit applications for a new EGM venue, or for an existing venue to increase its number of EGMs.

The State Government should undertake further consultation with local governments about what the reasonable time period should be. It is neither reasonable nor good governance practice for submissions to be made without the formal consideration of the elected council acting on advice and information gathered by council staff. It is imperative that an appropriate limit is found that goes beyond the 60 day (44 working days) currently allowed by the Bill

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## **Reduction of gaming losses**

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### **Resolution**

MAV advocate on behalf of Local Government and its citizens to State government of Victoria to introduce a \$1 spin Limit of all poker machines to reduce the maximum hourly loss on each gaming machine to \$120.

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## **Infrastructure and Service Funding**

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### **Resolution**

That this State Council call for the State and Federal Governments:

- a) to note:
  - i. successive MAV and in fact ALGA motions in previous years highlighting problems in funding urban and regional public transport infrastructure, social housing, education, and health services by the States and Local Government infrastructure and services to meet population growth; and

- ii. fiscal imbalances between Commonwealth, State and Local Governments in meeting their responsibilities for the above; and
- b) to raise through all available avenues including the COAG Agenda, the need for re-alignment of federal funding arrangements so that levels of Government in Australia have a more efficient match between their responsibilities and their finances.

## **Power Line Safety**

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### **Resolution**

That the Municipal Association of Victoria writes to Energy Safe Victoria requesting that they work with Councils and the power distribution businesses to develop an agreed risk based management approach to electrical line clearance of trees.

## **Youth Employment**

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### **Resolution**

That all local governments in the State of Victoria commit to employing a minimum of one additional apprentice, or young person, in a bid to redress the employment situation in the State.

## **Social Media**

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### **Resolution**

That the Municipal Association of Victoria investigates opportunities, best practice strategies and potential risks of using social media by Victorian councils or individual Councillors.

## **Retail & Consumer Fuel Measurement & Pricing Anomaly**

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### **Resolution**

That the MAV requests that the Commonwealth Government introduce mandatory temperature correction compensators for all petrol and diesel fuel retail outlets to ensure that retailers and consumers are not disadvantaged by the distribution of high temperature petroleum products.

## **Advocacy regarding funding for the University of the Third Age (u3a)**

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### **Resolution**

That The MAV advocate to both the State and Federal Governments regarding the provision of operational and infrastructure funding for the University of the Third Age (U3A).

| Property Address / site                                                            | Lessee / Licensee                                        | Permitted Use                                                                                                                                                                                                                                                 | Latest rent per annum excl GST \$ | Term start                                                                            | Term (no. of years) |
|------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------|---------------------|
| Anderson St & Parker St<br>(Templestowe Leisure Centre)<br>Templestowe             | Central Woodcraft at<br>Manningham Inc.                  | To manage the facility for the purpose of promoting all facets of woodcraft and providing opportunities for affiliated woodcraft clubs to foster interest in wood increase the skills of members both individually and collectively in the City of Manningham | \$2,478.96                        | 01/11/1997 to<br>01/11/2002 5 years (option) and then monthly tenancy after term      |                     |
| Anderson St & Parker St<br>(Templestowe Leisure Centre)<br>Templestowe             | Manningham Templestowe<br>Leisure Centre                 | Operation and management of the Indoor Stadium at Manningham Templestowe Leisure Centre                                                                                                                                                                       | \$53,047.53                       | 01/08/1997 5 years (option) and then monthly tenancy after term                       |                     |
| Andersons Creek Rd 117,<br>East Doncaster                                          | Doncaster Rovers Soccer Club<br>Incorporated             | The provision, management and administration of soccer related educational and recreation activities and ancillary purposes as agreed by Council in writing from time to time                                                                                 | \$6,375.87                        | 01/04/2009 3 years<br>01/04/2012 3 years (option)<br>01/04/2015 3 years (option)      |                     |
| Balmoral Avenue, 44, Lower<br>Templestowe<br>(Stride Early Intervention<br>Centre) | Manningham Community Health<br>Service Incorporated      | Family intervention program for children aged 0-6 with disability/delay                                                                                                                                                                                       | \$11,117                          | 01/01/2004 3 years<br>01/01/2007 3 years (option) and then monthly tenancy after term |                     |
| Brickwood Avenue 3, Lower<br>Templestowe                                           | Templestowe Valley Preschool<br>Association Incorporated | The operation of a Children's Service managed and administered by a not for profit community based committee of management and ancillary purposes as agreed by Council in writing from time to time                                                           | \$208.00                          | 01/07/2011 4 years<br>01/07/2015 4 years (option)                                     |                     |
| Blackburn Rd, 510-518,<br>Doncaster East                                           | Deep Creek Child Care Centre<br>Incorporated             | operation and management of the Deep Creek Child Care Centre buildings and grounds                                                                                                                                                                            | \$11,114                          | 01/05/2003 3 years<br>01/05/2006 3 years (option) and then monthly tenancy after term |                     |
| Blackburn Rd, 620-628,<br>Doncaster East                                           | Lone Club of Warandrye Inc                               | Storage purposes and ancillary purposes as agreed by Council in writing from time to time                                                                                                                                                                     | \$2,50                            | 01/09/2011 3 years (unless determined earlier in accord with special condition 3)     |                     |
| Blackburn Road 293,<br>Doncaster East                                              | Zetbas Reserve Sports Club Inc                           | Operation and management of the Zetbas Reserve Pavilion and overseeing the provision of cricket and football related educational and recreation activities                                                                                                    | \$6,558.00                        | 01/07/2009 3 years<br>01/07/2012 3 years (option)<br>01/07/2015 3 years (option)      |                     |
| Blackburn Road 510,<br>Doncaster East                                              | Deep Creek Preschool<br>Association Incorporated         | early education                                                                                                                                                                                                                                               | \$11,114                          | 01/06/2004 3 years<br>01/06/2007 3 years (option) and then monthly tenancy after term |                     |
| Blackburn Road 520,<br>Doncaster East                                              | The Donvale Living and Learning<br>Centre Incorporated   | Adult education and community services and ancillary purposes as agreed by Council in writing from time to time                                                                                                                                               | \$216.32                          | 01/07/2010 4 years<br>01/07/2014 4 years (option)                                     |                     |
| Blackburn Road 520,<br>Doncaster East                                              | Manningham USA Incorporated                              | Adult education and ancillary purposes as agreed by Council in writing from time to time                                                                                                                                                                      | \$216.32                          | 01/07/2014 4 years<br>01/07/2014 4 years (option)                                     |                     |
| Bulleen Rd, 175-179 (part),<br>Bulleen                                             | Yarra Junior Football League                             | Management and administration of the Yarra Junior Football League and generally, overseeing the provision of football and community recreational activities and ancillary purposes as agreed by Council in writing from time to time                          | \$6,524.84                        | 03/05/2010 3 years<br>03/05/2013 3 years<br>03/05/2016 3 years                        |                     |
| Burleigh Drive, 7A,<br>Templestowe                                                 | Serpell Tennis Club Incorporated                         | The playing of tennis and ancillary tennis club activities                                                                                                                                                                                                    | \$12.61                           | 01/04/2004 3 years<br>01/04/2007 3 years (option)<br>01/04/2010 3 years (option)      |                     |
| Darnall Street, 2, Doncaster<br>East                                               | Beverley Hills Kindergarten Inc.                         | The operation of a Children's Service managed and administered by a not for profit community based committee of management and ancillary purposes as agreed by Council in writing from time to time                                                           | \$208.00                          | 01/09/2011 4 years<br>01/09/2015 4 years (option)                                     |                     |

| Property Address / Site                                                                               | Lessee / Licensee                                                                                                                                                                 | Permitted Use                                                                                                                                                                                       | Latest rent per annum excl GST \$ | Term start                                                                                                        | Term (no. of years) |
|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------|
| Dallfield Drive, 54-58, Lower Templestowe                                                             | The Scout Association of Australia, Victorian Branch 2nd Templestowe Scout Group                                                                                                  | provision of scouting related activities                                                                                                                                                            | \$11.96                           | 01/09/2008 3 years (option)<br>01/09/2011 3 years (option)<br>01/09/2014 11 months (option)                       |                     |
| Derrick Avenue, 5-7, Bulleen                                                                          | Bulleen Preschool Incorporated                                                                                                                                                    | early education                                                                                                                                                                                     | \$12.28                           | 01/01/2003 3 years<br>01/01/2006 5 years (option) and then monthly tenancy after term                             |                     |
| Dorchester Rd (Dorchester Recreation Reserve), East Dorchester                                        | Returned and Services League of Australia (Victorian Branch) Incorporated as trustee of the Dorchester RSL Sub Branch building patriotic fund of Dorchester Road, East Dorchester | Any purpose stated in the constitution of the Dorchester RSL Sub Branch                                                                                                                             |                                   | 02/2011/1999 20 years                                                                                             |                     |
| Dorchester Road 673, Dorchester                                                                       | Dorchester Templestowe Artists' Society Incorporated                                                                                                                              | providing art classes, fostering exhibitions and festivals and assisting the development of art and other like cultural activities in the City of Manningham                                        | \$11.25                           | 01/11/2007 3 years<br>01/11/2010 3 years (option)                                                                 |                     |
| Dorchester Road, 699, Dorchester                                                                      | The Scout Association of Australia, Victorian Branch, 3rd Dorchester East Scout Group                                                                                             | provision of scouting related activities                                                                                                                                                            | \$11.96                           | 01/09/2005 3 years<br>01/09/2008 2 years (option) and then monthly tenancy after term                             |                     |
| Dorchester Road 802-806, Dorchester                                                                   | Dorchester Tennis Club Incorporated                                                                                                                                               | the playing of tennis and ancillary tennis club activities                                                                                                                                          | \$12.61                           | 01/04/2004 3 years<br>01/04/2007 3 years (option)<br>01/04/2010 3 years (option)                                  |                     |
| Duncan Street, 4, (Firms Reserve), Lower Templestowe                                                  | The Scout Association of Australia, Victorian Branch, 3rd Templestowe East Scout Group                                                                                            | provision of scouting related activities                                                                                                                                                            | \$11.54                           | 01/09/2005 3 years<br>01/09/2008 3 years (option)<br>01/09/2011 3 years (option)<br>01/09/2014 11 months (option) |                     |
| Florence Avenue, 7, Donvale                                                                           | Donvale Preschool Association Incorporated                                                                                                                                        | early education                                                                                                                                                                                     | \$12.28                           | 01/12/2003 3 years<br>01/12/2006 5 years (option) and then monthly tenancy after term                             |                     |
| Florence Avenue, 7, Donvale                                                                           | Florence Avenue Playgroup Association Incorporated                                                                                                                                | operation and management of the Florence Avenue Playgroup Association Incorporated                                                                                                                  | \$12.07                           | 01/07/2004 3 years<br>01/07/2007 3 years (option) and then monthly tenancy after term                             |                     |
| Fyle Drive, 64, Lower Templestowe                                                                     | Templestowe Heights Preschool Association Incorporated                                                                                                                            | early education                                                                                                                                                                                     | \$216.32                          | 01/06/2011 4 years<br>01/06/2015 4 years (option)                                                                 |                     |
| George Street, 125 (part), Dorchester East                                                            | Bulleen and Templestowe Community House Inc.                                                                                                                                      | Provision of social, educational and recreational activities and ancillary purposes as agreed by Council in writing from time to time                                                               | \$204.00                          | 01/01/2011 18 months and then monthly tenancy after term                                                          |                     |
| George Street, 125 (part), Dorchester East                                                            | Young Mens Christian Association of Manningham Inc                                                                                                                                | Administration Office                                                                                                                                                                               | \$201.10                          | 06/06/2011 1 yr & 25 days and then monthly tenancy after term                                                     |                     |
| Hill Rd 21-25 Warrandyte South, Hulseys Lane, 86-96, Warrandyte & Croydon Rd, 64-76, Warrandyte South | Weyra Horse and Pony Club Inc                                                                                                                                                     | The provision, management and administration of horse riding related educational and recreation activities and ancillary purposes as agreed by Council in writing from time to time                 | \$208.00                          | 15/11/2010 4 years<br>15/11/2014 4 years (option)                                                                 |                     |
| Hazel Drive, 23-25 Templestowe                                                                        | Community Housing Limited                                                                                                                                                         | To operate and manage the 23-25 Hazel Drive units in accordance with a Management Deed between VCC, the Director of Housing & Community Housing Limited                                             | \$11.25                           | 01/04/2002 3 years<br>01/04/2005 3 years (option) and then monthly tenancy after term                             |                     |
| Hovea St, 18, Templestowe                                                                             | Yarra Valley Preschool Incorporated                                                                                                                                               | The operation of a Children's Service managed and administered by a not for profit community based committee of management and ancillary purposes as agreed by Council in writing from time to time | \$216.32                          | 01/07/2011 4 years<br>01/07/2015 4 years (option)                                                                 |                     |
| Hummel Way, 1, Dorchester                                                                             | Dorchester Kindergarten Association Incorporated                                                                                                                                  | early education                                                                                                                                                                                     | \$11.14                           | 01/06/2004 3 years<br>01/06/2007 3 years (option) and then monthly tenancy after term                             |                     |

| Property Address / Site                                 | Lessee / Licensee                                                                                     | Permitted Use                                                                                                                                                                                                                           | Latest rent per annum excl GST \$ | Term start                                                                            | Term (no. of years) |
|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------|---------------------|
| Jul Tully Drive 2-50, Dorchester                        | Schramm Sports Club Inc.                                                                              | Operation and management of the Schramm Reserve Pavilion and overseeing the provision of sports related education and recreational activities                                                                                           | \$6,558.00                        | 01/07/2009 3 years<br>01/07/2012 3 years (option)<br>01/07/2015 3 years (option)      |                     |
| Jul Tully Drive, Dorchester                             | Dorchester Bowling Club<br>Incorporated                                                               | operation and management of Dorchester Bowling Club and other activities as provided for in the Constitution of the Club from time to time                                                                                              | \$958.47                          | 01/04/2001 20 years                                                                   |                     |
| Larwood Drive 58, Dorchester                            | Gunn Nat Gully Preschool Association Incorporated                                                     | The operation of a Children's Service managed and administered by a not for profit community based committee of management and ancillary purposes as agreed by Council in writing from time to time                                     | \$216.32                          | 01/06/2011 4 years<br>01/06/2015 4 years (option)                                     |                     |
| Leeds Street, 105, Dorchester East                      | Phoenix Theatre Company<br>Incorporated                                                               | Operation and management of a community theatre company and ancillary purposes as agreed by Council in writing from time to time                                                                                                        | \$216.32                          | 01/07/2010 4 years<br>01/07/2014 4 years (option)                                     |                     |
| Manningham Road 371, Dorchester (Cassia House)          | Manningham Centre Association                                                                         | Operation of the Facility in accordance with the Services Agreement                                                                                                                                                                     | \$355,914.00                      | 01/07/2012 3 years<br>01/07/2015 4 years (option)                                     |                     |
| Manningham Road 383, Dorchester (The Lodge)             | Manningham Centre Association<br>The Services Agreement                                               | Operation of the Facility in accordance with the Services Agreement                                                                                                                                                                     | \$237,276.00                      | 01/07/2012 3 years<br>01/07/2015 4 years (option)                                     |                     |
| Mayfair Avenue 39-41, Lower Templestone                 | Twin Hills Preschool Incorporated                                                                     | early education                                                                                                                                                                                                                         | \$11.14                           | 01/06/2007 3 years (option) and then monthly tenancy after term                       |                     |
| Michham Rd 35A, Dorvale                                 | Worresson Early Education Centre                                                                      | An early education centre                                                                                                                                                                                                               | \$5,913.12                        | 01/02/1998 10 years<br>01/02/2008 10 years (option)                                   |                     |
| Michham Road 36-82, Dorvale                             | Dorvale Tennis Club Incorporated                                                                      | The playing of tennis and ancillary tennis club activities                                                                                                                                                                              | \$12.61                           | 01/04/2004 3 years<br>01/04/2007 3 years (option)<br>01/04/2010 3 years (option)      |                     |
| Montgomery St. 8, Dorchester East                       | Dorchester Community Care and Counselling Centre Inc.                                                 | The provision of information, counselling and support services primarily for those who are socially and/or financially disadvantaged and/or with special needs and ancillary purposes as agreed by Council in writing from time to time | \$208.00                          | 01/07/2010 2 years and then monthly tenancy after term                                |                     |
| Montgomery Street, 4, Dorchester East                   | Dorchester East Preschool Centre<br>Incorporated                                                      | early education                                                                                                                                                                                                                         | \$13.05                           | 15/12/2003 3 years<br>15/12/2006 3 years (option) and then monthly tenancy after term |                     |
| Mooreby Avenue 6-8, Bulleen                             | Mooreby Avenue Child Care and Early Learning Centre<br>Incorporated                                   | operation and management of the Mooreby Avenue Child Care and Early Learning Centre buildings and grounds                                                                                                                               | \$11.64                           | 01/04/2005 3 years<br>01/04/2008 3 years and then monthly tenancy after term          |                     |
| Noonan Way, Dorvale Reserve) Dorvale                    | Dorvale Sports Club Inc, Dorvale Cricket Football Club Inc, Dorvale Cricket Reserve Pavilion Club Inc | operation and management of the Dorvale                                                                                                                                                                                                 | \$1,308.57                        | 01/03/2005 3 years and then monthly tenancy after term                                |                     |
| Old Yarra Rd 9-13 (part Wonga Park Reserve), Wonga Park | Wonga Park Cricket Club<br>Incorporated                                                               | operation and management of main pavilion at Wonga Park Reserve                                                                                                                                                                         | \$1,537.26                        | 01/06/2001 5 years<br>01/06/2006 4 years (option) and then monthly tenancy after term |                     |
| Old Yarra Rd 9-13 (part Wonga Park Reserve), Wonga Park | Wonga Park Cricket Club<br>Incorporated                                                               | operation and management of ovals 1 and 2 at Wonga Park Reserve                                                                                                                                                                         | \$764.00                          | 01/06/2001 22 years                                                                   |                     |
| Old Yarra Road, 9-13, Wonga Park                        | Wonga Park Community Cottage                                                                          | Provision of social, educational and recreational activities and ancillary purposes as agreed by Council in writing from time to time                                                                                                   | \$208.00                          | 01/01/2011 4 years<br>01/01/2015 4 years (option)                                     |                     |
| Old Yarra Road 9-13, Wonga Park                         | Burch Memorial Preschool Inc.                                                                         | The operation of a Children's Service managed and administered by a not for profit community based committee of management and ancillary purposes as agreed by Council in writing from time to time                                     | \$216.32                          | 01/07/2010 4 years<br>01/07/2014 4 years (option)                                     |                     |

| Property Address / site                                          | Lessee / Licensee                                                                  | Permitted Use                                                                                                                                                                                                            | Latest rent per annum excl GST \$ | Term start | Term (no. of years)                                                                                                                                |
|------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Park Ave 17 (part Park Ave Reserve), Doncaster                   | Geelong Bowling Club Incorporated                                                  | operation and management of Geelong Bowling Club and other activities as provided in the Constitution of the Club from time to time                                                                                      | \$212.96                          | 01/07/2001 | 20 years                                                                                                                                           |
| Part 55-55 Aranga Crescent Donvale                               | Friends of Manningham Dogs and Cats Inc.                                           | Managing activities aimed at promoting responsible pet ownership and ancillary purposes as agreed by Council in writing from time to time                                                                                | \$208.00                          | 01/06/2012 | 1 year                                                                                                                                             |
| Part 96-106 Swarston Street Lower Templestowe                    | Swarston Street Gymnasium Inc                                                      | Amateur boxing gymnasium and ancillary purposes as agreed by Council in writing from time to time                                                                                                                        | \$216.32                          | 01/07/2012 | 2 years                                                                                                                                            |
| Palais Drive, 88, Doncaster East                                 | Cat Jump Preschool Association Incorporated                                        | The operation of a Children's Service managed and administered by a not for profit community based committee of management and ancillary purposes as agreed by Council in writing from time to time                      | \$216.32                          | 01/07/2011 | 4 years                                                                                                                                            |
| Porter St 94-140 (part) Templestowe                              | Templestowe Flat Track Racing Club Inc.                                            | Operation of a Radio Control racing car club for on road Electric Powered 1:10 scale vehicles                                                                                                                            | \$208.00                          | 01/07/2011 | 4 years                                                                                                                                            |
| Porter Street 94-140 (Templestowe Reserve) Templestowe           | The Scout Association of Australia, Victorian Branch, 1st Templestowe Scout Group  | provision of scouting related activities                                                                                                                                                                                 | \$11.54                           | 01/09/2005 | 5 years                                                                                                                                            |
| Porter Street 94-140 Templestowe                                 | Templestowe Park Tennis Club Inc.                                                  | the playing of tennis and ancillary tennis club activities                                                                                                                                                               | \$12.61                           | 01/03/2004 | 5 years                                                                                                                                            |
| Porter Street part 94-140 Templestowe                            | Templestowe Sports Club Inc.                                                       | Management and administration of the sports pavilion and generally overseeing the provision of cricket and football                                                                                                      | \$6,530.16                        | 31/05/2010 | 5 years                                                                                                                                            |
| Reynolds Rd 284-312 (part) & Tindals Rd 127 (part), Donvale      | Donvale and Templestowe Horse and Pony Club Inc. and Donvale Adult Riding Club Inc | The provision, management and administration of horse riding related educational and recreation activities and ancillary purposes as agreed in writing from time to time                                                 | \$208.00                          | 05/12/2010 | 4 years                                                                                                                                            |
| Rocklea Road, 92, Bulleen                                        | Yamaleen Preschool Incorporated                                                    | early education                                                                                                                                                                                                          | \$13.24                           | 01/01/2001 | 3 years                                                                                                                                            |
| Sheathans Rd (Sheathans Rd Recreation Centre), Lower Templestowe | The Bulleen-Templestowe Basketball Club Incorporated                               | indoor recreational activities                                                                                                                                                                                           | \$7,548.00                        | 03/12/1985 | 20 years and then monthly tenancy after term                                                                                                       |
| Springvale & Reynolds Roads (cm) Mulium Mulium Reserve), Donvale | Currawong Tennis Club                                                              | the playing of tennis and ancillary tennis club activities                                                                                                                                                               | \$12.61                           | 01/04/2004 | 3 years                                                                                                                                            |
| Springvale & Reynolds Roads (cm) Mulium Mulium Reserve), Donvale | Doncaster Hockey Club Incorporated                                                 | operation and management of Doncaster Hockey Club Inc                                                                                                                                                                    | \$12.51                           | 01/06/2005 | 5 years                                                                                                                                            |
| Springvale Rd, 11 (part), Donvale                                | Donvale Bowls Club Inc.                                                            | Operation of a club for bowls, social and other sporting and ancillary purposes as agreed by Council in writing from time to time                                                                                        | \$216.32                          | 01/07/2010 | 4 years                                                                                                                                            |
| Springvale Rd 360-368 (USC), Donvale                             | Manningham Recreation Association                                                  | to contribute to the quality of community life through the provision of recreation and sporting programs and to assist in the planning, development, management and preservation of recreational and sporting facilities | \$7.95                            | 01/07/2002 | 3 years                                                                                                                                            |
| Springvale Rd, cm Reynolds Rd (Mulium Mulium Reserve), Donvale   | Doncaster Hockey Club Limited                                                      | operation and management of wet surface synthetic sporting field with hockey as its primary use                                                                                                                          | \$11.40                           | 01/10/2000 | Earlier of 10 years or the date that the synthetic playing field requires replacement as determined by Council and then monthly tenancy after term |

| Property Address / site                                         | Lessee / Licensee                                            | Permitted Use                                                                                                                                                                                                                                                                                                                          | Latest rent per annum excl GST \$ | Term start                                                                            | Term (no. of years) |
|-----------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------|---------------------|
| Stimons Rd 33-49 (part Stimons Reserve) Park Orchards           | Manningham Greyhound Club Incorporated                       | operation and management of Greyhound Slipping Track                                                                                                                                                                                                                                                                                   | \$208.00                          | 01/11/2010 4 years<br>01/11/2014 4 years (option)                                     |                     |
| Stimons Road 39-49 Park Orchards                                | Park Orchards BMX Incorporated                               | BMX Club                                                                                                                                                                                                                                                                                                                               | \$208.00                          | 01/07/2011 4 years<br>01/07/2015 4 years (option)                                     |                     |
| Sturley Street, Dorcastar                                       | Dorcastar Park Kindergarten Incorporated                     | The operation of a Children's Service managed and administered by a not for profit community based committee of management and ancillary purposes as agreed by Council in writing from time to time                                                                                                                                    | \$216.32                          | 01/06/2011 4 years<br>01/06/2015 4 years (option)                                     |                     |
| Swainson Street, 107 Lower Templestowe                          | Lower Templestowe Preschool Incorporated                     | early education                                                                                                                                                                                                                                                                                                                        | \$12.07                           | 01/07/2004 3 years<br>01/07/2007 3 years (option) and then monthly tenancy after term |                     |
| Swainson Street, 107 Lower Templestowe                          | Dorcastar and Templestowe Toy Library Incorporated           | operation and management of the Dorcastar and Templestowe Toy Library                                                                                                                                                                                                                                                                  | \$9.98                            | 01/09/2005 3 years<br>01/09/2008 3 years (option) and then monthly tenancy after term |                     |
| Croydon Road, 64-76, (South Warrandyte Annex) South Warrandyte  | Warrandyte Tennis Club Inc                                   | The playing of tennis and ancillary tennis club activities                                                                                                                                                                                                                                                                             | \$11.57                           | 01/07/2005 3 years<br>01/07/2008 3 years (option)<br>01/07/2011 3 years (option)      |                     |
| Larsons Ave, Warrandyte                                         | Warrandyte Tennis Club Inc                                   | The playing of tennis and ancillary tennis club activities                                                                                                                                                                                                                                                                             | \$1.00                            | 22/11/1994 15 years                                                                   |                     |
| Thompsons Road, 284, Lower Templestowe                          | Bulleen Tennis Club Incorporated                             | The playing of tennis and ancillary tennis club activities                                                                                                                                                                                                                                                                             | \$12.61                           | 01/04/2004 3 years<br>01/04/2007 3 years (option)<br>01/04/2010 3 years (option)      |                     |
| Thompsons Road, Part 284-302 Lower Templestowe                  | Bulleen and Templestowe Community House Inc.                 | Provision of social, educational and recreational activities and ancillary purposes as agreed by Council in writing from time to time                                                                                                                                                                                                  | \$216.32                          | 01/07/2012 4 years<br>01/07/2016 4 years (option)                                     |                     |
| Thompsons Road, Part 284-302 Lower Templestowe                  | Bulleen Templestowe Sports Club Inc.                         | Management and administration of the sports pavilion and generally, overseeing the provision of football and cricket by the Bulleen Templestowe District Junior Football Club, Bulleen Templestowe Amateur Football Club and Bulleen Templestowe Cricket Club and ancillary purposes as agreed by Council in writing from time to time | \$6,675.56                        | 01/07/2012 4 years<br>01/07/2016 4 years (option)                                     |                     |
| Thompsons Road, Part 284-302 Lower Templestowe                  | The Scout Association of Australia, Victorian Branch Council | Activities associated with the aims of the scouting movement for the benefit of the community of the City of Manningham                                                                                                                                                                                                                | \$216.32                          | 01/07/2012 4 years<br>01/07/2016 4 years (option)                                     |                     |
| Tunstall Road, 77, Dorcastar East                               | Tunstall Square Kindergarten Association Incorporated        | early education                                                                                                                                                                                                                                                                                                                        | \$12.28                           | 01/12/2003 3 years<br>01/12/2006 3 years (option) and then monthly tenancy after term |                     |
| Vista Street, 3, Bulleen                                        | Vista Valley Kindergarten Incorporated                       | The operation of a Children's Service managed and administered by a not for profit community based committee of management and ancillary purposes as agreed by Council in writing from time to time                                                                                                                                    | \$216.32                          | 01/07/2011 4 years<br>01/07/2015 4 years (option)                                     |                     |
| Warrandyte Road, 157-179 (Deep Creek Reserve), Warrandyte       | Dorcastar Baseball Club Incorporated                         | operation and management of the Dorcastar Baseball Club situated at the Deep Creek Reserve                                                                                                                                                                                                                                             | \$1,447.00                        | 01/04/1998 3 years<br>01/04/2002 3 years and then monthly tenancy after term          |                     |
| Yarra Street, 111-117, Warrandyte                               | Warrandyte Historical Society Incorporated                   | Museum, gallery and historical purposes                                                                                                                                                                                                                                                                                                | \$208.00                          | 01/10/2010 4 years<br>01/10/2014 4 years (option)                                     |                     |
| Yarra Street, 168-178 (Warrandyte Community Centre), Warrandyte | Information Warrandyte Inc                                   | Provision of community information and referral services and ancillary purposes as agreed by Council in writing from time to time                                                                                                                                                                                                      | \$204.00                          | 01/01/2011 18 months and then monthly tenancy after term                              |                     |
| Yarra Street, 168-178 (Warrandyte Community Centre), Warrandyte | Warrandyte Dairy Pty Ltd                                     | Newspaper Offices                                                                                                                                                                                                                                                                                                                      | \$2,651.98                        | 01/01/2011 18 months and then monthly tenancy after term                              |                     |

| Property Address / site                                         | Lessee / Licensee                                                                | Permitted Use                                                                                                                         | Latest rent per annum excl GST \$ | Term start                                                                                                | Term (no. of years)                                                   |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Yarra Street, 168-178 (Warrandyte Community Centre), Warrandyte | Lions Club of Warrandyte Inc                                                     | Opportunity Shop                                                                                                                      | \$7,165.50                        | 01/01/2011                                                                                                | 18 months and then monthly tenancy after term                         |
| Yarra Street, 45, Warrandyte                                    | The Scout Association of Australia, Victorian Branch, 1st Warrandyte Scout Group | provision of scouting related activities                                                                                              | \$11,396                          | 01/09/2008<br>01/09/2008 5 years (option)<br>01/09/2011 5 years (option)<br>01/09/2014 11 months (option) | 5 years<br>5 years (option)<br>5 years (option)<br>11 months (option) |
| Yarra Street, part 168-178, Warrandyte                          | Warrandyte Neighbourhood House Incorporated                                      | Provision of social, educational and recreational activities and ancillary purposes as agreed by Council in writing from time to time | \$204.00                          | 01/01/2011                                                                                                | 18 months and then monthly tenancy after term                         |

