



ORDINARY COUNCIL MEETING

AGENDA

WEDNESDAY 27 MARCH 2019

AT 4PM

COPACC

Next Council Meeting: 24 April 2019

COLAC OTWAY SHIRE ORDINARY COUNCIL MEETING

27 MARCH 2019

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COLAC OTWAY SHIRE COUNCIL ORDINARY MEETING

NOTICE is hereby given that the next **ORDINARY COUNCIL MEETING OF THE COLAC OTWAY SHIRE COUNCIL** will be held in COPACC on 27 March 2019 at 4pm.

AGENDA

1. THE MEETING IS DECLARED OPEN

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 AND LEAVE OF ABSENCE

4. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

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

I ask that we all show respect to each other and respect for the office of an elected representative.

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings.

Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy.

In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

5. QUESTION TIME

A maximum of 30 minutes is allowed for question time. To ensure that each member of the gallery has the opportunity to ask questions, it may be necessary to allow a maximum of two questions from each person in the first instance. Once everyone has had an opportunity to ask their initial questions, and if time permits, the Mayor will invite further questions.

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. Question time 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.

6. TABLING OF RESPONSES TO QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETINGS

These responses will not be read out but will be included in the minutes of this meeting.

7. PETITIONS/JOINT LETTERS

Nil.

8. DECLARATIONS OF INTEREST

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

9. CONFIRMATION OF MINUTES

- **Ordinary Council Meeting held on 27 February 2019.**

Recommendation

That Council confirm the above minutes.

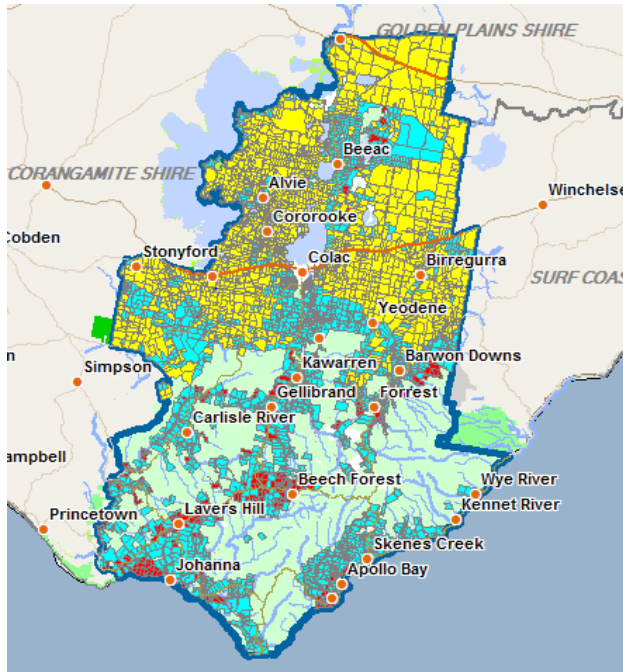
ORDINARY COUNCIL MEETING

COLAC OTWAY SHIRE ECONOMIC DEVELOPMENT STRATEGY

OM192703-1

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Ian Seuren
OFFICER	Gary Warrenner	DIVISION	Development & Community Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none"> 1. Colac Otway Economic Development Strategy 2. Colac Otway Economic Development Strategy - Implementation Plan 3. Colac Otway Economic Development Strategy Submissions Register Table - FINAL 		
PURPOSE	Seek Council's endorsement of the Colac Otway Shire Economic Development Strategy.		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The development of the Colac Otway Economic Development Strategy is identified as action in the Council Plan 2017-2021. Council received Federal Government funding of \$25,000 through the Building Better Regions Fund with matched funding of \$25,000 from Council.

Following significant business and industry stakeholder engagement via sector workshops, one on one discussions and an extensive on-line survey, a Draft Economic Development Strategy was developed.

Council resolved at its Ordinary Council Meeting held on 24 October 2018 that the Draft Economic Development Strategy be placed on public exhibition for a period of six weeks from Friday 26 October 2018 to 7 December 2018.

A total of two internal submissions were received from Council staff and seven external submissions were received.

Officers have reviewed the variety of comments in the submissions and have responded in detail to each of the points made in the submissions. The feedback was broad ranging and many changes have been made in the Strategy as a result of the quality of submissions received.

The amended Strategy is now presented to Council for consideration.

3. RECOMMENDATION

That Council adopts the Colac Otway Shire Economic Development Strategy.

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Council has an important role in relation to building economic capacity in the Shire to improve the quality of life for residents. Economic development is a key component of the objectives of a Council under the *Local Government Act 1989*, which include in part:

- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to improve the overall quality of life of people in the local community;
- to promote appropriate business and employment opportunities.

An action within the Council Plan 2017-2021 is to develop an Economic Development Strategy. Council has contributed \$25,000 for this purpose, and officers secured a matching grant from the Federal Government to undertake the project.

The process for the development of the Colac Otway Economic Development Strategy commenced with the commissioning of a report from Remplan which detailed current economic and demographic data using the most recent census figures. The report also included industry trend

analysis, the latest economic profile of the Colac Otway Shire and identified key opportunities within the regional industry sectors.

Regional business and industry stakeholders were invited to participate in seven facilitated sector workshops. While the number of stakeholders who participated was not significant, the quality of engagement was excellent. All of the workshops conducted drew enthusiastic discussion and valuable feedback. The seven facilitated workshops covered the following industry sectors:

- Manufacturing/Construction
- Agriculture
- Food and Fibre
- Health
- Business Services (including Retail)
- Tourism
- Events

A further 10 one-on-one industry stakeholder discussions were conducted throughout the engagement activities to provide further information to assist with the development of the Draft Strategy.

A business survey was developed and distributed to all businesses via email to the Council business database. Some 789 businesses received the survey and 138 (17.5%) completed it, which was a positive result.

KEY INFORMATION

The Strategy outlines how Council will support economic development by promoting investment and job creation in the Shire. It identifies important local sectors which are significant contributors to the local economy, and identifies specific activities which the Colac Otway Shire can pursue to support the foundations for economic growth in the region.

It establishes a plan that responds to key challenges with actions to promote economic development for the local context, and provides a framework and Action Plan for the delivery of economic development activities.

The Strategy will guide Council's activities in supporting business and industry. This support will be visible through the promotion of local tourism, facilitation of new investment attraction into the region, reinvestment in the region, support in the delivery of a range of events across the Shire designed to attract visitors to the region, ongoing efficient saleyards services, and the creation of job opportunities.

The Strategy articulates a vision for economic development in the Shire and provides guidance for the Council's Economic Development and Tourism Department as a function of Council to work towards the realisation of the vision. The vision responds to the Shire's strengths and opportunities, and considers challenges and issues identified as part of the Strategy's development. It articulates the Shire's desired economic future.

Importantly, the Strategy also aims to clarify the role Council can play in the development of the economy in the Shire. It is aligned, and will enhance the implementation of several existing Council policies and strategies.

Part B of the Strategy includes further background information such as a geographic overview, demographics, strategic partnerships, economic profile and information gathered from the initial engagement process.

The Strategy went on public exhibition for a six week period from 26 October to 7 December 2018. A total of seven external and two internal submissions were received and relative changes have been made to the Draft Strategy in response to these submissions.

The attached document "Colac Otway Shire Economic Development Strategy – Response to Submissions" details the submissions and the officer's response to each of the issues identified in the submission. All submissions have been considered closely and appropriate changes have been made to the final Strategy. The document attached details where changes have been made to the Draft Strategy as a direct result of the feedback.

A number of changes have also been made through discussions and feedback received from Councillors in recent months.

A summary of actions has also been attached to this report. This document will form the basis of the Economic Development Strategy Implementation Plan, providing a workplan for the Economic Development and Tourism Department. The workplan will also include a number of priority actions for Council including:

- Prepare an investment prospectus to encourage investment which would include available sites for commercial, industrial and retail uses.
- Drive an integrated approach to local skills development, with appropriate links between accredited training providers and local industry, and with a focus on technical training.
- Implement G21 Region Opportunities for Work and Beyond the Bell projects in Colac.
- Facilitate the provision of development-ready industrial land in Colac east.
- Identify opportunities for the development of 4+ star accommodation in Colac and Apollo Bay.

Following the public exhibition of the Draft Strategy, it is evident that the community support the Strategy and the direction of Council in terms of supporting and developing our local economy.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

A total of seven facilitated workshops were conducted as part of the consultation and engagement process in the development of the Draft Strategy. Approximately 250 businesses were invited to attend these workshops and provide input and feedback. A total of 57 business representatives attended the workshops and a further 10 one-on-one stakeholder discussions were held.

A business survey was also developed and distributed to all businesses on the Council's database with an email address. A total of 789 businesses received the survey with 138 individual responses received.

The Draft Strategy was placed on public exhibition for six weeks to allow submissions to be developed and submitted to Council for consideration. A total of seven external and two internal submissions were received. The submissions all contained excellent comments and quite a number of changes have been made to the Strategy following consideration of the submissions. All submitters will receive correspondence detailing the Officers responses regarding their comments and changes made to the Strategy.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The development of the Colac Otway Economic Development Strategy has a clear link to the Council Plan 2017-2021, as follows:

Theme 1 – *OUR PROSPERITY*:

- Action 2: Develop and implement a Colac Otway Economic Development Strategy.
- Action 13: Review the Shire's Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events.

ENVIRONMENTAL IMPLICATIONS

Not applicable to this report.

SOCIAL & CULTURAL IMPLICATIONS

Economic development is fundamentally about the creation of regional economic wealth and job opportunities. Colac Otway Shire boasts several strong and resilient industry sectors with several large regional employers providing thousands of local people with employment.

The ongoing strength and viability of our business and industry sectors is fundamental for our community to continue to enjoy the relaxed lifestyle and beautiful natural assets of the Colac Otway Shire.

The actions identified in the Strategy are a direct result of input from local business, industry and events stakeholders. These actions reflect what stakeholders across the region want to see Council undertaking and driving.

ECONOMIC IMPLICATIONS

The Colac Otway Shire is experiencing an upward trend of economic development and growth with significant opportunities set to transform accessibility, productivity and liveability. These include the duplication of the Princes Highway, delivery of the Colac CBD and Entrances Project upgrades, planning scheme amendments to unlock industrial and residential land, and significant growth in the visitor economy particularly associated with the Great Ocean Road, which will continue to grow with the expansion of Avalon Airport into the international market. This Strategy builds on these investments and initiatives and maps a path forward to facilitate growth and share local prosperity.

The Strategy will provide a framework and direction for further economic development activities to support the objectives detailed in the Colac Otway Shire Council Plan 2017-2021. The Strategy will provide a consistent and coordinated approach to facilitate Council's sectoral economic development activities in the areas of Agriculture, Food and Fibre, Health, Manufacturing, Construction, Services and Tourism. It will also provide direction for activities to support viability and growth in businesses across the Shire, the attraction of new investment in the Shire, the facilitation of re-investment within the Shire, all resulting in the creation of regional job opportunities.

The Strategy also supports the development and delivery of Events within the Shire.

LEGAL & RISK IMPLICATIONS

The Council Plan 2017-2021 includes an action to develop an Economic Development Strategy to ensure Council has a strategic approach and is applying its resources to where it would make the greatest difference to maintain and improve the Shire's economy. Without a clear strategy Council is at risk of allocating resources to areas which may not make the greatest difference.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

Council allocated \$25,000 and a grant of \$25,000 was received through the Federal Government's Building Better Regions Fund to develop the Strategy. Significant officer time has also been contributed to the development of the Strategy. The Strategy has been delivered under budget.

The Strategy details an Action Plan which identifies actions for the short, medium and longer term. These actions have been identified through the extensive engagement process with business and industry across the Colac Otway Shire. The cost of delivering these actions will be considered through Council's annual budgetary processes, however it is anticipated that many of the actions can be delivered using existing resources.

7. IMPLEMENTATION STRATEGY

DETAILS

All submissions have been considered and appropriate changes have been made to the final Strategy. Following endorsement of the Strategy, each submitter will receive correspondence detailing Officers responses to their comments, and any relevant changes to the Strategy.

An Implementation Plan has been developed which provides a workplan for Council's Economic Development and Tourism Department.

COMMUNICATION

Following endorsement of the Strategy, each submitter will receive correspondence detailing Officers responses to their comments, and any relevant changes to the Strategy.

A media release will be prepared to advise of the endorsement of the Final Strategy. The Federal Government has been advised and the possibility of a media event is being considered.

TIMELINE

Implementation of the Strategy will commence immediately once endorsed

8. OFFICER DIRECT OR INDIRECT INTEREST

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



Colac Otway
SHIRE

Economic Development Strategy 2019 - 2024

Final | March 2019

Document Control

<i>Version</i>	<i>Date</i>	<i>Reviewed</i>
Draft Report	5 September 2018	SB/GW
Draft Report v2.1	28 September 2018	SB/GW
Draft Report v2.2	15 October 2018	SB/GW
Final	5 March 2019	SB/GW

Acknowledgment

The Colac Otway Shire proudly acknowledges the Gulidjan and Gadubanud peoples of the Eastern Maar Nation as the Traditional Custodians of the Colac Otway Region. We acknowledge that the Colac Otway Economic Development Strategy is based upon the lands of the Gulidjan and Gadubanud people.

We pay our respects to their Ancestors and Elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and relationship to their traditional lands, which continue to be important to them today and into the future.

Cover image of Apollo Bay Seafood Festival by Katrina Kiely

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Colac Otway Economic Snapshot

\$1,196.973 million
The total value-added by the Colac Otway economy

\$2,801.629 million
The total output by the Colac Otway economy



Big Engines

Tourism **5695** Jobs
Agriculture, Forestry & Fishing
Construction
Manufacturing
Health Care & Social Assistance
57.8% Shire's Total Output

Growth in No of Businesses

2015-2017
1391 to 1559

+ 168 ↑
12.1%

TOTAL REVENUE FOR COLAC OTWAY SHIRE (\$M)



Key Sector Output



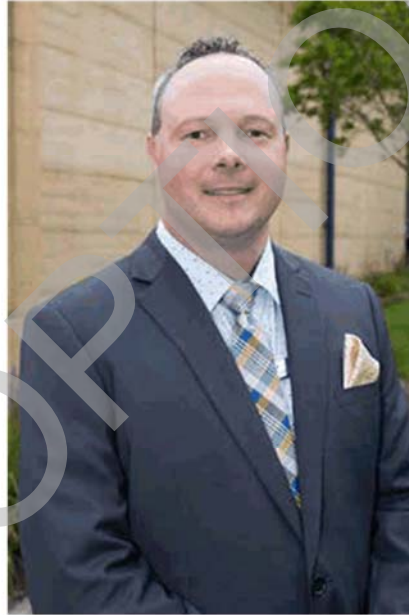
A note from the Mayor

I am pleased to present the Colac Otway Shire's Economic Development Strategy.

The Strategy sets out the direction for how Council can best support economic growth in the Colac Otway Shire. It's about building on our strengths and providing clear direction of how Council will foster local investment and jobs growth. The Colac Otway Shire is part of a region that continues to experience significant growth, often bucking the economic trends experienced elsewhere in the regional Victorian economy.

Central to this Strategy is Council's desire to embrace new opportunities to allow businesses of all sizes in our region to thrive and innovate, and allow our community to share in the region's economic prosperity. We will build on our natural and geographic strengths, and encourage investment in strategic sectors to support economic growth.

I thank all the local businesses and key stakeholders who have shared their time and provided valuable insights into the key challenges and opportunities facing our municipality. By working together, we can foster a vibrant and flourishing local economy that benefits all.



Cr Jason Schram
Mayor Colac Otway Shire Council

Introduction

The Colac Otway Shire's Economic Development Strategy outlines how Council will support economic development by promoting investment and jobs creation in the Shire. It identifies important local sectors which are significant contributors to the local economy, and identifies specific activities which the Colac Otway Shire can pursue to support the foundations for economic growth in the region.

It establishes a plan that responds to key challenges with actions to promote economic development for the local context, and provides a framework and Action Plan for the delivery of economic development activities.

The Strategy articulates a vision for economic development in the Shire, and provides guidance for the Colac Otway Shire's Economic Development Unit as a core function of Council to work towards the realisation of the vision.

The Strategy will guide Council's activities in supporting business and industry. This support will be visible through the promotion of local tourism, facilitation of new investment attraction into the region, reinvestment in the region, support in the delivery of a range of events across the Shire designed to attract visitors to the region, ongoing efficient saleyards services, and the creation of job opportunities.

The Colac Otway Shire is experiencing an upward trend of economic development and growth with significant opportunities set to transform accessibility, productivity and liveability. These include the duplication of the Princes Highway, Colac CBD and Entrances Project upgrades, planning scheme amendments to unlock industrial and residential land, and significant growth in the visitor economy particularly associated with the Great Ocean Road, which will continue to grow with the expansion of Avalon Airport into the international market late 2018. This Strategy builds on these investments and initiatives and maps a path forward to facilitate growth and share local prosperity.



Process

The development of this strategy has involved research, engagement, and analysis to identify economic development priorities, and provide direction for the Shire over the coming years. Research included analysis of key policies and macro-economic trends. Data was collected from activities and reports developed in recent years. A comprehensive report was obtained from Remplan providing up to date Census data including employment statistics, industry outputs, trends and regional opportunities. This report also provided detail on the state of the regional economy and gross regional product analysis.

Stakeholder engagement was undertaken through surveys, workshops, and discussions with key sectors operating within the Shire. Six facilitated industry workshops were conducted in the following sectors:

- Agriculture
- Food and Fibre
- Health
- Manufacturing/ Construction
- Retail and Services
- Tourism

An events workshop was also conducted with Council officers and event organisers. Several one on one meetings were held with key regional stakeholders, and an extensive business survey was developed and promoted across the region resulting in 137 responses.

Council undertook a public exhibition process to seek community feedback on the draft strategy between October and December 2018. Several changes were made to the draft Strategy to reflect comments received.

Council adopted the strategy in March 2019.



The Economic Development Vision

The vision for economic development in the Colac Otway Shire is presented below. It describes the desired economic future for our community.

It responds to the Shire's strengths and opportunities, and considers challenges and issues identified as part of the Strategy's development. It articulates the Shire's desired economic future.

The Colac Otway Shire is a vibrant diverse economy that attracts investment and innovation in key industry sectors to benefit the broader community to prosper and thrive. Businesses will be connected to regional, national and international markets and services with a Whole-of-Council approach that supports sustainable growth.

Role of Council

Council has an important role to play in relation to building economic capacity in the Shire to improve the quality of life for residents. Economic development is a key component of the objectives of a council under the *Local Government Act 1989*. The objectives of councils include:

- **To promote the social, economic and environmental viability and sustainability of the municipal district**
- **To improve the overall quality of life of people in the local community**
- **To promote appropriate business and employment opportunities.**

The private sector will remain the primary contributor to business development, investment, and growing the local economy. However, it is recognised that local governments play an important role to facilitate improved conditions for investment within their municipalities. The 2018 Victorian Auditor General's report *Local Government and Economic Development* identified the importance of local governments to economic development through the development of long-term economic strategies as well as creating favourable conditions for economic development. This Strategy therefore plays an important role in establishing the long-term economic development vision for the Shire and how Council can contribute towards achieving suitable conditions for economic development, consistent with Council's broader functions and activities in planning, social, environmental and cultural areas. The key areas where Council can enable economic development include:

- **Civic leadership and vision setting** by developing, communicating and implementing a vision for the future of the Shire
- **Marketing and promotion** by being proactive in marketing the Shire as a desirable place to invest, live, work and play
- **Infrastructure** by delivering a range of enabling infrastructure to improve the Shire's amenity

- **Planning** by facilitating a robust and efficient planning system that encourages investment and employment
- **Business Support** particularly for small to medium enterprises by developing a whole-of Council approach to business support and growth.

Strategic Alignment

The Colac Otway Economic Development Strategy sits within a suite of Council and regional policies and strategies, however, their actions and outcomes remain relevant and should be delivered in parallel to this Strategy.

The policies and strategies referred to are:

- **Colac Otway Shire Council Plan (2017 – 2021)**
- **Colac Otway Municipal Public Health and Wellbeing Plan 2017-2021 (2017)**
- **Colac Township: Economic Development, Commercial and Industrial Land Use Strategy (2017)**
- **Draft Colac 2050 Growth Plan (2017)**
- **Rural Living Strategy (2011)**
- **G21 Economic Development Strategy (2014)**

It is not the role of this Strategy to repeat those policies and strategies, the following describe the most relevant local, regional, and state strategies.

Colac Otway Shire Council Plan 2017 – 2021

The Colac Otway Shire Council Plan 2017–2021 is the key document which establishes a strategic vision which the Councillors have committed to including planning for growth in business and employment for our towns and settlements. The Plan has four strategic

themes including: our prosperity; our places; our community' and our leadership and management. The theme 'our prosperity' relates to the vision for economic growth, thriving industries, partnerships and the Great Ocean Road and states the following:

"Colac Otway Shire has a diverse economy, much of it built on the natural environmental values of the area. The area has enjoyed successful dairy and food processing industries for many decades; supports the timber industry; has a growing tourism industry built on both a striking coastline and the forests of the Otway's; small, specialist food producers, many forming the Colac Otway food trail; plus, a host of local retail businesses, arts and crafts enterprises; and health and education services.

The Shire has two larger towns of Colac and Apollo Bay, and a number of smaller towns. Each of these has unique attractions and supports local cultures and communities. The Shire is strategically placed halfway between Geelong and Warrnambool which provides opportunities for economic development and a growing population supported by access to work."

The endorsement of this Strategy is a key goal for Council, and an action within the Council Plan.

Colac Otway Municipal Public Health and Wellbeing Plan 2017 – 2021 (2017)

The Municipal Public Health and Wellbeing Plan is an important document which shows how Council will influence better health and wellbeing outcomes for our community. It is particularly important that Council understands and provides advocacy and support for those groups/individuals that experience some form of vulnerability through disadvantage, racism or isolation. Council recognises that it needs to work in partnership with many other health and wellbeing providers to ensure better outcomes for our community, especially supporting families to assist their children to reach their full potential.

Colac Township Commercial and Industrial Land Use Strategy (2017)

This strategy provides a vision for the economic development of Colac, a set of objectives which support the vision, and an Action Plan identifying specific actions for Council. Several catalyst projects have also been identified for Council to undertake which are anticipated to contribute to positive economic outcomes for Colac and the region. The Strategy is supported by detailed research, analysis and consultation and identifies key implications for commercial and industrial land areas.

Draft Colac 2050 Growth Plan (2018)

The Colac 2050 Growth Plan will guide the way Colac grows towards 2050 by establishing a strategic framework to guide the future planning and development of Colac. Colac 2050 seeks to build on the city's strengths and support population growth, by building on the city's strong sense of community, heritage and its natural and cultural features. The Plan responds to the growth target of 20,000 people by 2050 established by the G21 Regional Growth Plan which reinforces the importance of Colac in the region.

Rural Living Strategy (2011)

The Rural Living Strategy, is a Shire wide settlement strategy which promotes the growth of several towns within the municipality, and

reinforces the need to protect farming land for agricultural purposes. Whilst promoting Colac as the largest town in the Shire where the bulk of population growth should be located, several other smaller towns are identified with fewer planning constraints that provide opportunities for township and rural residential development such as Alvie, Beeac, Birregurra, Coragulac, Cororooke, and Forrest. Gellibrand, Lavers Hill and Beech Forrest are identified as having deferred growth potential pending investigation to town-specific effluent management and detailed wildfire risk assessments.

Further planning will be undertaken in the short to medium term in Beeac, Alvie, Cororooke and Gellibrand to identify town boundaries.

The G21 Economic Development Strategy (2014)

The Colac Otway Shire sits within the G21 region. The G21 is a formal alliance of Government, business and community organisations working together to improve the lives of people living in the Geelong region. The Strategy builds on the collaborative spirit across the region to embrace and encourage growth. It establishes a regional vision statement and focusses on four strategic focus areas: strategic and integrated transport infrastructure; vibrant and active region; coordinated delivery of critical growth infrastructure; learning and innovation; and investment ready. The Colac Otway Shire Economic Development Strategy reinforces these strategic areas within the municipality's local context and recognising the key sectors relevant for this area.



Strategic partners

Colac Otway has many trusted and valued strategic partners to facilitate and promote economic development outcomes in the region. These include:

Victorian State Government

The Colac Otway Shire has key working relationships with: Regional Development Victoria; Department of Environment Land Water and Planning; and Department of Jobs, Precincts and Regions. It is part of the Barwon Regional Partnership, established by State Government, in recognition that local communities are best placed to understand regional challenges and opportunities. A key aim of the partnership is to champion regional projects and access to funding, as well as facilitating dialogue between community, stakeholders and government.

Federal Government Agencies

Council works with Regional Development Australia through the RDA Barwon South West Committee in partnership with community, business and all levels of government to support and contribute to strategic regional development across in south western Victoria including the Colac Otway Shire.

The Committee comprises ten representatives from business, industry, government, education and training. Committee members come from various locations throughout the region. Its membership includes cross-representation with other regional organisations such as G21 Geelong Region Alliance, Committee for Geelong, the Committee for Portland and the Great South Coast leadership group to achieve maximum input and consultation.

G21 Regional Alliance

Colac Otway Shire's economy is closely linked to the regional economy of the major regional centre of Geelong. Geelong is the largest regional city in the G21 Regional Alliance and Victoria. The G21 alliance includes the Colac Otway Shire, Golden Plains Shire, City

of Greater Geelong, Surf Coast Shire and the Borough of Queenscliff. The region has a population of over 315,000 which is projected to increase to approximately 500,000 by 2050.

The G21 region is a rural, residential and resort area with significant industrial and commercial land use. The region covers a total area of around 9,000 square kilometres and includes significant areas of National Parks and State Forest. The region's varied land uses includes farming, grazing, sheep, timber, dairying, cropping, mining and viticulture. Tourism is a major economic driver in the region especially along the southern section of the Bellarine Peninsula and the Great Ocean Road.

Chambers of Commerce

Council proudly works closely with the Colac and District Chamber of Commerce and Apollo Bay Chamber of Commerce to support local business.

GROW

Colac Otway Shire is a Compact Member of the GROW Program, which supports disadvantaged, and long term unemployed people in transitioning into the workforce. The GROW program also promotes local procurement options by encouraging businesses to buy locally where possible.

Great Ocean Road Regional Tourism

Tourism related businesses have the direct support of a dedicated Tourism Officer within the Economic Development Department of Council. Council is a member of the Great Ocean Road Regional Tourism Board (GORRT). GORRT is the regional tourism body which services Councils and communities located along the Great Ocean Road region.

Council works collaboratively with GORRT on projects and activities which are aligned with tourist attraction, product development and regional promotion. Council has established the Otway Tourism Advisory Committee to provide input and advice into the provision of industry support in the region.



Great Ocean Road Authority

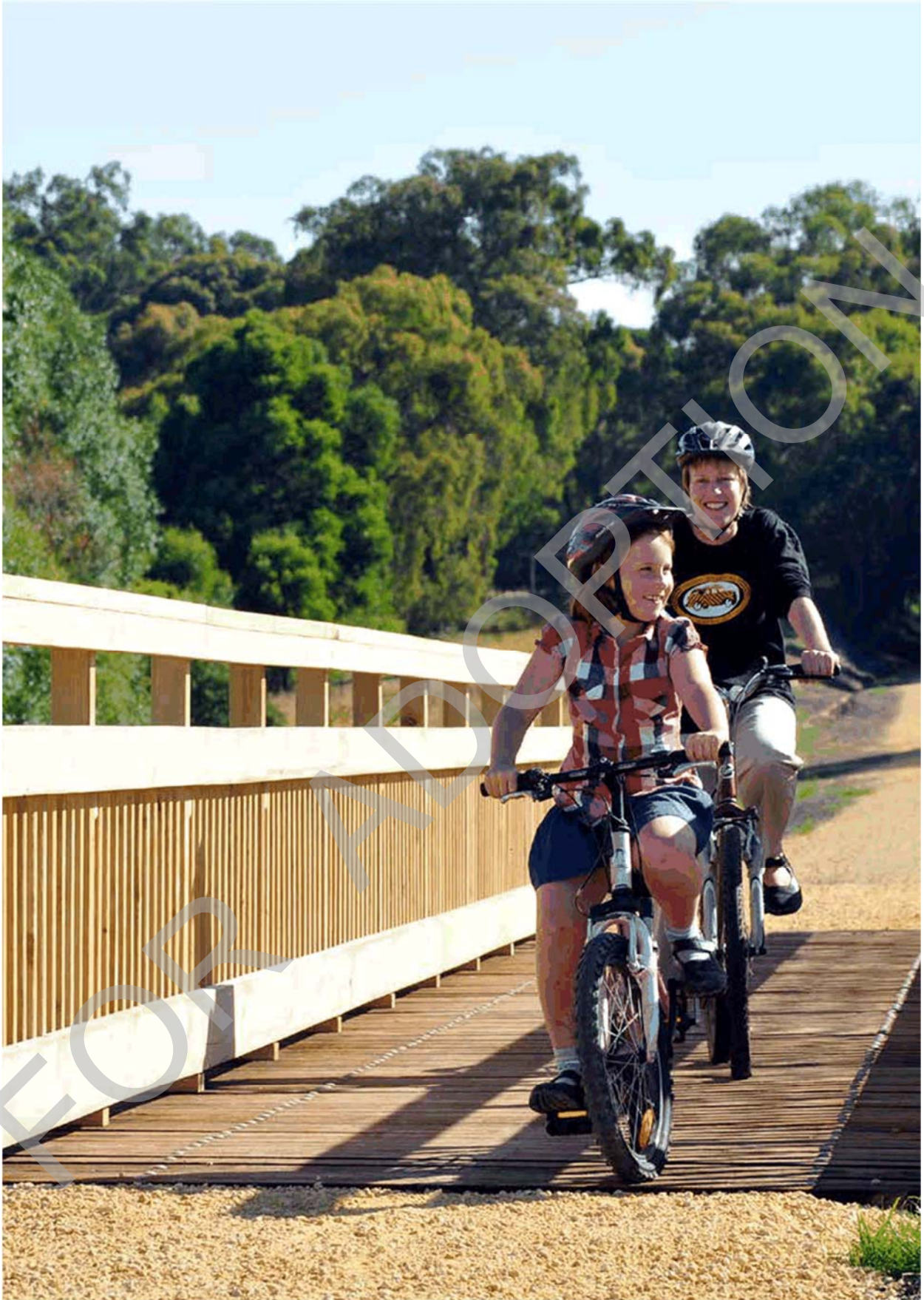
The Victorian Government has announced the establishment of a Great Ocean Road Authority as a dedicated statutory coast and parks management agency. The Colac Otway Shire looks forward to a constructive relationship with this new agency.

Otway Coast Committee

Colac Otway Shire works with the Otway Coast Committee as the Committee of Management for foreshore areas in the Colac Otway Shire.

Partnerships and Stakeholder Relationships

Colac Otway Shire has strong working relationships with a variety of stakeholders such as Victorian State Government departments and agencies, peak industry bodies, and local businesses and community groups.



Strategic Framework and Principles

Strategic Framework

This section outlines the strategic framework and principles to guide economic development within the Colac Otway Shire over the coming years. The Strategy is underpinned by the following economic vision supported by overarching principles. Goals for each priority economic sector are describe the desired outcomes to achieve the vision.

The Colac Otway Shire will be a vibrant diverse economy that attracts investment and innovation in key industry sectors to benefit the broader community to prosper and thrive. Businesses will be connected to regional, national and international markets and services with a Whole-of-Council approach that supports sustainable growth.



Principles

The Strategy's implementation will be guided by the following principles. The principles have been developed regarding the levers available to Council to influence local economic development. The principles will drive a whole-of-Council approach to economic development by being embedded across Council's different departments.

- Support local businesses to grow and succeed in the global market place.
- Build on local competitive advantages.
- Provide a regulatory framework that is consistent and efficient.
- Provide a whole-of-Council approach to business inquiries and investment.
- Respect the natural environment.
- Promote and celebrate sustainable, innovative and creative businesses.
- Facilitate constructive, collaborative working relationships between Government, industry and associations.

Priority Sectors and Actions

This section identifies the major employment sectors in the Colac Otway Shire, highlighting opportunities and actions for each sector, as well as multi-sector opportunities.

Multi-Sector Opportunities and Actions

Business Facilitation and Investment Attraction

Council is committed to providing a “Whole-of-Council” approach to economic development, to facilitate effective economic development activities, new business investment into the region, and business re-investment within the region. We recognise that this investment will strengthen the economy, grow our population, create local job opportunities, and ultimately benefit our local communities to thrive and prosper.

To this end, Council is committed to implementing a “single point of contact” system in Council through the Economic Development Unit, to assist with business enquiries and investment.

How Council assists Business Facilitation and Investment Attraction

- Undertakes business attraction activities by identifying gaps across a range of products and existing services, and facilitates discussions with prospective businesses.
- Develops marketing collateral for promotion purposes.
- Implements various grant programs.

Key Opportunities in Business Facilitation and Investment Attraction

- Facilitate new business investment into the region and business re-investment within the region to strengthen the economy, grow our population and create local job opportunities.
- Promote our community facilities and assets such as: Central Reserve; Apollo Bay Harbour; Bluewater Fitness and Leisure Centre; Colac Otway Performing Arts and Culture Centre; two hospitals and good health services; proximity to Melbourne, Geelong and airports.
- As part of the decentralisation of Government agencies, advocate for suitable departments or agencies to be re-established in the Shire.

Strategic Goal

- Provide a “Whole-of-Council” approach to facilitate effective economic development activities, new business investment into the region, and business re-investment within the region.

Key Objectives

- Facilitate business enquiries and investment through the implementation of a “single point of contact” system in Council through the Economic Development department.
- Promote and enhance the “Localised” business to business platform in Colac Otway Shire to enable easier connectivity between local businesses and facilitate stronger local procurement.
- Provide ongoing support to facilitate the retention and development of existing businesses.
- Actively seek new investment opportunities that complement existing businesses in our identified priority sectors.



Business Facilitation and Investment Attraction Actions

Action	Council's Role	Timeframe	Evaluation Measure
Continue to develop relationships with existing businesses and relevant industry bodies (eg: Chamber of Commerce and Industry) to ensure new and expanded opportunities are developed and implemented to consolidate local business operations and increase their market share.	Lead	ongoing	Comprehensive database of local businesses and key stakeholders maintained. Attendance / participation at local business and industry events.
Progressively implement place making initiatives for Colac identified in Council strategies.	Lead	ongoing	Implementation of place making initiatives identified in Council strategies
Advocate for the Great Ocean Road Authority head office to be located in Apollo Bay.	Advocate	Short Term Ongoing	Decision made in relation to the location of the Great Ocean Road Authority's head office. Ensure implementation of the recommendations of the Taskforce.
Investigate opportunities and effectiveness of incentives to attract businesses into the region	Lead	Short to medium term	List of potential incentives options developed and assessed.
Investigate industry and commercial service and product gaps to help reduce regional leakage and promote economic containment.	Lead	Short to medium term	Development of a list of identified services and produce product gaps and an implementation plan developed to attract these services and products to the Shire.
Promote the 'Localised' business to business platform across the Shire.	Lead	ongoing	The number of platform users across the Shire. Increased level of use by local businesses.
Advocate for Government departments or agencies to be located in the Shire as part of the decentralisation of Government.	Advocate	Ongoing	Decision made in relation to the location of decentralised Government departments or agencies
Prepare an investment prospectus to encourage investment which would include available sites for commercial, industrial and retail uses.	Lead	Ongoing	Preparation of investment prospectus

Workforce Skills

Another business support activity emerging from the engagement process in the development of the Strategy is the facilitation of dialogue between employers and training providers to increase awareness of training needs and training courses on offer. Council can take a role to facilitate workforce development planning.

Employers currently send staff to other areas such as Geelong or Melbourne to undertake training resulting in significant down time and travel. The aim is to establish a coordinated approach with employers working together around staff training and through the provision of adequate numbers, attract providers to deliver training courses in Colac Otway Shire.

Council will also work with training and education providers such as TAFEs, Universities and Regional Training Organisations to facilitate new courses and training programs to be delivered in the region, again saving employers travel and down time. And Council continues to advocate for improved rail services to connect people with Deakin University's campuses in Geelong and Warrnambool.

How Council assists the Workforce Skills Sector

- Provides Kindergarten facilities and services.
- Facilitates discussions between training providers and businesses.

Key Opportunities in the Workforce Skills Sector

- Undertake a training needs analysis for the region to facilitate training/education courses for local employees to be conducted in Colac Otway Shire to reduce travel costs and down time.
- Development of a "Jobs Expo Program" designed to inform young people of the different types of jobs available in all sectors. The aim would be to provide young people with employment options

available and increase the chances of retaining them in the region.

- Align with the GROW Program to assist with re-engaging non-job seekers into the workforce and developing an employment ready workforce.
- Investigate the need for extra day care/ after school care services to assist female participation in the workforce in Colac and Apollo Bay

Strategic Goal

- Facilitate an integrated approach to local education, training and skills development opportunities to support local business.

Key Objectives

- Advocate over the short to medium term for the provision of training and skills development opportunities to meet the needs of the local the labour force.
- Support the GROW and Beyond the Bell programs to facilitate job opportunities for young people and the disadvantaged.
- Facilitate increased awareness of education and training opportunities by facilitating a local jobs expo.
- Investigate / advocate for the provision of extra day care/ after school care services to encourage families and women to re-join the workforce in Colac and Apollo Bay

Workforce Skills Sector Actions

Action	Council's Role	Timeframe	Evaluation
			Measure
<p>Drive an integrated approach to local skills development, with appropriate links between accredited training providers and local industry, and with a focus on technical training.</p> <p>Implement G21 Region Opportunities for Work and Beyond the Bell projects in Colac.</p>	Advocate	ongoing	<p>Increase level of educational attainment by Colac residents (ABS census data).</p> <p>The number of local residents undertaking training within the Shire.</p>
Expand employment skills development activities in partnership with GROW	Partner	Short Term	<p>Skills development activities delivered</p> <p>The number of participants in skills development activities.</p>
Initiate annual meeting with local industry representatives and the Colac Trade Training Centre to ensure local skills gaps are aligned with training courses provided at the Colac Trade Training Centre.	Lead / Partner	Short term	Annual meeting with local industry representatives and the Colac Trade training Centre
Investigate the feasibility of a "Jobs Expo Program" in Colac.	Lead	Long Term	Jobs Expo program developed and delivered



Enabling Infrastructure

Enabling infrastructure is a catchphrase used within government to identify infrastructure priorities which are seen to 'enable' further investment and economic development outcomes in a region. Council's role in some instances is to provide that infrastructure, and in other areas it is to advocate for the provision of the infrastructure by other agencies or departments.

In Colac, for example, the provision of drainage infrastructure will be a key to unlocking land in the Deans Creek Growth corridor as identified by the Colac 2050 Growth Plan. This will allow Colac's population to grow, and stimulate the local economy in construction, as well as servicing local businesses with new workers.

Other enabling infrastructure to stimulate further investment in the region could include:

- An intermodal freight facility in the Colac region (in the medium term).
- Mobile blackspot funding.
- The provision of three-phase power in strategic locations.
- Improved NBN coverage to regional areas.
- Provision of improved wastewater treatment in towns such as Forrest.
- Increased passenger rail services along the Melbourne to Warrnambool rail line to facilitate connections between Colac (and its surrounds) and Geelong and Warrnambool for work, education, leisure and cultural activities.
- Improved leisure trails.



How Council assists Enabling Infrastructure

- Advocates to various Government departments and agencies for enabling infrastructure.
- Provides and maintains local road, stormwater, and trail networks.
- Undertakes further strategic work and detailed design to inform construction of road, drainage, and trail network improvements.
- Facilitates the extension of road, drainage and trail networks as part of planning permissions for local development.

Key Opportunities in Enabling Infrastructure

- Identify and facilitate enabling infrastructure to promote economic development activities in the Shire.

Strategic Goal

- Identify and facilitate enabling infrastructure to promote economic development in the region.

Key Objectives

- Continue to advocate for improved rail services to Colac.
- Implement (or facilitate the implementation of), key place making initiatives in Colac such as streetscape improvements to facilitate the town's future growth.
- Investigate opportunities for an intermodal freight facility to service Colac in the medium term.
- Identify enabling infrastructure for key sites in the Shire to facilitate investment as an ongoing activity.



Enabling Infrastructure Actions

Action	Council's Role	Timeframe	Evaluation Measure
Advocate for increased commuter rail services and between Colac and Geelong, and Colac and Warrnambool, enabling infrastructure to support this.	Advocate	ongoing	Action being taken to improve services by relevant agencies
Investigate the long term viability for the future development of an intermodal freight facility.	Partner	Medium term	Completion of a feasibility study to explore the viability of intermodal facility
Progressively implement place making such as streetscape improvements identified in Council strategies.	Lead	ongoing	The number of place making initiatives implemented
Investigate existing and future opportunities for economic development associated with public assets (eg: Lake Colac, Forest Mountain Bike Strategy, COPACC and other Council and State Government assets).	Lead	Medium term ongoing	Completion of investigation/ assessment of opportunities associated with public assets
Identify enabling infrastructure for key sites/assets in Colac Otway Shire and funding requirements to ensure existing and future economic development opportunities can be realised.	Lead / Advocate	Medium term ongoing	Identification of key sites/assets that require enabling infrastructure
Undertake a study on the railway and public transport service requirements of Colac Otway Shire residents and businesses, and ensure these requirements are highlighted with relevant State Government bodies.	Partner	Medium term ongoing	Completion of study
Implement first stage of Great Ocean Walk construction from Skenes Creek to Wild Dog Creek, and participate in feasibility study for Surf Coast to Skenes Creek leg.	Lead Lead / Collaborate	Short to Medium term	Completion of first stage construction. Feasibility Study for Surf Coast to Skenes Creek section of Great Ocean Walk trail is complete.
Investigate the feasibility of recycled water for agriculture from Birregurra to service the district	Partner with Surf Coast Shire and Barwon Water	Medium	Feasibility explored for recycled water for agriculture.

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Agriculture, Forestry and Fishing

The Colac Otway region's rich agricultural history continues to evolve and is still a major driver of the economy. Agriculture, forestry and fishing is one of the region's largest industry sectors by value, and employs approximately 1,284 people with outputs such as sheep, grain, beef, and dairy. In 2017, the sector was worth \$371.138 million or 13.25% of the regional output, an increase from \$200.903 million in 2015. This is equivalent to an annualised growth rate of 35.9% over this period. The sheep, grain, beef and dairy cattle production has grown significantly from \$150.753 million in 2015 to \$247.13 million in 2017, an annualised growth rate of 28% for the period indicating the success of local industry. The success of the Australian Lamb Company attributes a large part of this growth. In 2016, it won a major contract to supply Coles in Australia which saw them increase production significantly.

Forestry alone produced \$63.316 million in outputs in 2017 and has experienced strong growth over the past few years. Forestry and logging has more than quadrupled in output over the same three-year period from \$15.208 million in 2015 to \$63.316 million in 2017: annualised growth rate of 104%. Local timber processor AKD Softwoods underwent major upgrades to increase efficiencies and overall productivity in 2015, with a corresponding surge in investment in that category.

The sheep, grain, beef, dairy cattle sector employs 130 people, an increase of 2.9% since the 2011 census. During this same period, the forestry and fishing area saw an increase of 97 jobs.

The agriculture, forestry and fishing sector has seen stable growth in the period from 2012 to 2017 and this has delivered an increase of 49.1% in value added product in this time-frame.

The Council owned Colac Regional Saleyards, provides a local outlet for the sale and purchase of cattle, sheep and horses. The sale-

yards are an iconic facility and are a part of the local culture.

Profitable operation of the saleyards is becoming increasingly difficult with a significant drop in cattle throughput numbers over the past twelve months due to a decrease in cattle supply and competition from other regional saleyard facilities.

How Council assists the Agriculture, Forestry and Fishing Sector

- Manages the Port of Apollo Bay.
- Manages the Colac Regional Saleyards.
- Protects farmland for agricultural uses through strategic land use planning and regulation.
- Advocate for the sector via the G21 Economic Development Pillar and G21 Agribusiness Forum.

Key Opportunities in the Agriculture Forestry and Fishing Sector

- Importation of livestock feed from outside the region is the largest cost incurred by the "Livestock, Grains and Other Agriculture" sector (\$11.21 million). This figure could be decreased through more intensive cropping or more efficient farming methods.
- Reducing the regional import figure for the sector is a key opportunity. Regional imports data represents the value of goods and services imported by businesses from outside the region. For the Shire, this figure is \$743.542 million. The regional import figure for the agriculture, forestry

and fishing sector is \$114.581 million.

- Some intensive farming activities such as poultry and cattle could also be considered in the northern area of the Shire.

Strategic Goal

- Support investment in research and development, access to new technologies, and best practice to support the growth and resilience of the agricultural sector.

Key Objectives

- Advocate in the short term for training and development of new generation farming to support more localised training for the agricultural sectors.
- Advocate in the short term for enabling infrastructure such as access to internet to assist with access and growth in innovative farming practices.
- Provide business support and facilitation over the short to medium term to enable producers to value add and diversify in agricultural products.
- Provide ongoing support to the sector to grow awareness about climate change projections and build resilience in the industry.
- Provide ongoing support to local producers to develop niche markets to enable them to increase the profitability of farms and resilience of farming practices.



Agriculture, Forestry and Fishing Sector Actions

Action	Council's Role	Timeframe	Evaluation Measure
Facilitate awareness of existing networks for young people in agriculture, and women in agriculture networks.	Lead	Short term	Number of activities delivered to facilitate awareness of existing networks to young people in agriculture. Number of participants in activities delivered.
Facilitate connections between regional stakeholders in the agricultural sector that could lead to more intensive cropping, efficient or ancillary farming methods.	Partner	Medium Term	Connections facilitated
Facilitate a joint investigation with other relevant Government departments and agencies into the possible expansion of the Livestock, Grains and Other Agriculture Sector through greater efficiencies and activities such as intensive agriculture practices to reduce the importation of goods and services in this sector.	Partner	Long Term	Investigation completed and opportunities identified
Facilitate investment in the Port of Apollo Bay to improve its functioning for the fishing industry.	Lead	Short to medium term	Investment obtained for capital improvements to the Port.



Construction

The construction sector in the Shire contributes \$302.379 million to the regional outputs total. This sector has experienced sound growth over the past few years with the construction services area growing by 68.1% between 2011 and 2016. Residential construction has shown steady growth of 11.7% over the same period.

The construction sector employs 734 people, with 506 of those working in the construction services area, 165 in residential building construction, 39 in non-residential construction and 24 in heavy and civil construction, with an overall increase of 205 jobs between 2011 and 2016 (68.1%).

The sector has seen an annualised growth rate of 24% over the three-year period from 2015 – 2017, from \$196.769 million in 2015 to \$302.379 in 2017. Construction services contributes more than half of the output generated in the sector, and this output has grown from \$83.378 million in 2015 to \$169.297 million in 2017, with an annualised growth rate of 42.5%. Residential construction is the second highest contributor, and has seen steady growth over the same three-year period from \$65.062 million to \$81.177 million in 2017 at an annualised growth rate of 11.7%.

How Council assists the Construction Sector

- Procures services for infrastructure renewal and development in the Shire including road and building maintenance and construction.
- Facilitate development through strategic and statutory planning services and business facilitation.

- Advocate for priority projects via the G21 Regional Alliance and Government, which flows on to capital works projects in the municipality.
- Participates in the G21 GROW program to support and work with local industry and the disadvantaged to facilitate work placement and service their needs.

Key Opportunities in the Construction Sector

- Reducing the regional import figure for the sector. Regional imports data represents the value of goods and services imported by businesses from outside the region. For the Shire, this figure is \$743.542 million. The regional import figure for the construction sector is \$68.7 million.

Strategic Goal

- Support the construction industry to reduce the regional import figure for the sector.

Key Objectives

- Support local businesses to access semi-skilled labour and trades.
- Identify network of regional qualified tradespersons who are available to support local construction production.
- Identify, target, and facilitate new complementary businesses to locate in the municipality to enhance the supply chain used by the construction sector.



Construction Actions

Action	Council's Role	Timeframe	Evaluation Measure
Investigate supply chain opportunities in the Construction sector for local investment to reduce the importation of goods and services.	Partner	Short term Ongoing	External Investment attracted in the construction sector supply chain
Review procurement policy and opportunities for Council to support local construction sector for Council led capital works projects.	Lead	Short term Ongoing	Supply of local construction jobs for Council





Energy

The renewable energy technology sector is particularly relevant for Colac and surrounds, having regard for the existing investment in wind energy technology in the region. The region broadly surrounding Colac is becoming a focus for investment in wind farms, with the construction of nearby Mt Gellibrand (Acciona) windfarm, and the Berrybank Wind Farm 50km north of Colac with 99 turbines upon completion. Also, wholesale and retail electricity markets have increasingly demanded electricity that is generated using renewable sources.

Wind farm projects create considerable construction employment during the development phase, while the associated benefits flow to local business operators in a range of sectors, including transport, trade supplies, vehicle maintenance, fuel supplies, accommodation, retail, cafes and restaurants.

The central and norther parts of the Shire are also well-positioned to the location characteristics typically sought for bio-fuel projects from surrounding agricultural waste products.

Key Opportunities in the Energy Sector

- To take advantage of local agricultural waste and geographical attributes for solar and wind for the purposes of renewable energy production.

Strategic Goal

- Support the emergence and growth of a local renewable energy sector in the municipality.

Key Objectives

- Facilitate ongoing discussions with energy manufacturers and local businesses to explore opportunities for incorporation of renewable energy production.
- Investigate an assessment of renewable energy options suitable for the Shire and different sectors eg: waste to energy/heat; solar.
- Assist / facilitate businesses to reduce energy costs.

Energy Actions

Action	Council's Role	Timeframe	Evaluation
			Measure
Facilitate investment in renewable energy options.	Partner	Ongoing	Renewable energy option identified
Investigate opportunities to leverage or replicate Barwon Water WEB project for local renewable energy projects	Lead / Partner	Short to medium term	Renewable energy option identified

Manufacturing and Food

Manufacturing is a broad category which includes food production of different scales. It is an important sector within the Colac Otway Shire for several reasons. It provides employment of 1,440 people. Many of these (1,001) are employed within the food product manufacturing area, which includes the dairy and meat product sub-sector. Major employers include Australian Lamb Company and Bulla Dairy Foods.

Manufacturing also includes a growing niche in boutique food production. This niche industry is drawing on the lifestyle and nature-based characteristics of the Shire, to promote diverse products from beer and cider, through to bread, and flavoured salts, to name a few. There is an opportunity to grow and showcase this growing diverse range of premium food products from the Otways and hinterland, not just as part of the overall tourism offering in the region, but also as leading niche exporters.

During the three-year period from 2015 -2017 the region has seen an increase in overall output in the manufacturing sector from \$626.349 million in 2015 to \$781.716 million in 2017. This is equivalent to an annualised growth rate of 11.7%.

The food product manufacturing area contributes the highest output for the sector, growing significantly from \$405.101 million in 2015 to \$583.835 million in 2017. This represents annualised growth of 20.1% over the three years. The food product manufacturing outputs are led by dairy product manufacturing with a value of \$356.674 million, and meat with a value of \$200.052 million.

Colac

Colac, located centrally in the Shire is the key industrial, commercial and major service centre of the Shire. The bulk of large scale manufacturing occurs here. The Colac Township Commercial and Industrial Land Use Strategy (2017) was recently developed to guide economic development activities in the town, and ensure an adequate supply of commercial and industrial land to facilitate continued growth. A direct result of this strategy was the rezoning of a significant parcel of land located in Colac East. This will ensure that Colac and the Shire is well served with future supply of industrial land.

How Council assists the Manufacturing and Food Sector

- Provides land use planning to ensure sufficient supply of industrial and commercial land.
- Facilitates development through strategic and statutory planning services and business facilitation.
- Participates in the G21 GROW program to support and work with local industry and the disadvantaged to facilitate work placement and service their needs.

Key Opportunities in the Manufacturing and Food Sector:

- The food product manufacturing sector contributes 29% of regional imports and primarily imports from the livestock, grains and other agriculture sector. Expansion of the livestock, grains and other agriculture sector is an opportunity and could be achieved through greater efficiency or more intensive agricultural practices.
- An opportunity exists to develop and support Colac Otway's dairy and meat product industries so they grow and sit at a higher level in regional supply chains. The benefit of this could be the development of industry sectors with greater opportunity for value-add generation.
- There is an opportunity to reducing the

regional import figure for the sector. Regional imports data represents the value of goods and services imported by businesses from outside the region. For the Shire, this figure is \$743.542 million. The regional import figure for the manufacturing sector is \$308.188 million.

Strategic Goal

- Support the growth and economic sustainability of the manufacturing sector that underpins the bulk of the municipal economy.
- Facilitate expansion of the niche and boutique food sector in the local economy.

Key Objectives

- Identify, target, and facilitate new complementary businesses to locate in the municipality to enhance the supply chain used by the manufacturing sector.
- Market Colac and areas of the municipality to attract a sustainable population to service the manufacturing (and other) sector(s) with workers, to highlight the Shire's key attributes such as open space facilities and network, COPACC, health

services, schools, transport connections, and proximity to Melbourne, Geelong and airports.

- Provide ongoing support to facilitate links between different industry sectors to assist with alignment of shared training opportunities.
- Advocate in the short term for enabling infrastructure such as transport infrastructure to support the manufacturing sector to facilitate ease of access to markets.
- Facilitate the provision of development-ready industrial land in Colac.
- Develop a local producers' product outlet – Produce Hub Concept.



Manufacturing and Food Actions

Action	Council's Role	Timeframe	Evaluation Measure
Identify opportunities to attract visitors to Colac to stay longer – retail outlet for local produce etc.	Lead	July 2019	"Produce Hub" type centre developed or under development
Support expansion and development of Colac Otway Shire's dairy and meat product industries so they lift their level in regional supply chains, resulting in greater opportunities in the value-add area.	Partner / Advocate	Medium term	Investigation of value add benefits and identification of opportunities
Facilitate the provision of development-ready industrial land in Colac east	Lead	Short to medium term	Provision of development ready industrial land in Colac east





Health Care and Social Assistance

With an aging population, consistent with many regional centres, the health care and social assistance sector has experienced strong growth in the Colac Otway Shire. The region is serviced by two hospitals, Colac Area Health, located in Colac and Otway Health, which is in Apollo Bay. The region is also serviced by various other local clinics and allied health services.

The sector contributes over \$152.119 million in outputs and employs 1,341 people. Opportunities currently exist in this sector for further growth and will be supported soon by the development of a Civic and Health Precinct Plan in Colac to guide the development of the area around the hospital, COPACC and Colac rail station.

There are 764 people working in the health care services area while 577 are employed in the residential care and social assistance services area. The health care services area has seen an increase of 26 jobs in the period from 2011 to the to 2016, an annual-

ised growth rate of 0.7%. Residential care and social assistance has displayed the most rapid growth with an increase of 173 jobs, an overall increase of 42.8% for the same period. Approximately 57.8% of the sector's employment is in Colac.

Health care services output has grown from \$86.811 million in 2015 to \$92.661 million in 2017, an annualised growth of 2.19% for that period.

Residential care and social assistance output has grown from \$39.929 million in 2015 to \$59.458 million in 2017, an annualised growth rate of 14.19%.

Regional export data for the sector shows that \$14.34million of goods and services were exported outside the region for the period from 2015 to 2017. Residential care and social assistance witnessed an average growth of 104.5% over the three-year period, however the health care services area saw an average decrease of 38.7% in goods and services exported.

How Council assists the Health Care and Social Assistance Sector

- Prepares the Municipal Public Health and Wellbeing Plan.
- Provides a range of services in the areas of home and community support, disability services, family day care, and maternal and child health.
- Supports men's sheds, senior citizen's centres, neighbourhood houses.
- Provides leisure and recreational facilities and services, including promotion and education.

Key Opportunities in the Health Care & Social Assistance Sector

- Prepare a Civic and Health Precinct Plan in Colac.
- Advocate for public sector investment in the health sector to underpin private investment.

- Investigate Council's role in the provision of health services in advance of the full implementation of NDIS and MyAged Care to ensure the ongoing local provision of services.

Strategic Goal

- Ensure the ongoing provision of local health care services in our municipality.

Key Objectives

- Support and facilitate the sustainable growth of the health sector in the municipality through the land use planning of future requirements in Colac and Apollo Bay.

Health Care & Social Assistance Actions

Action	Council's Role	Timeframe	Evaluation Measure
Collaborate for the development of a Civic and Health Precinct Plan in Colac.	Partner	Short Term	Health and Wellbeing Precinct Plan developed
Investigate Council's role in the provision of health services in advance of the full implementation of NDIS and MyAged Care to ensure the ongoing local provision of services.	Lead / Partner	Short Term	Report to clarify Council's role in the provision of health services in the municipality
Collaborate with Otway Health to prepare a precinct plan for the Otway Health facilities in Apollo Bay as part of the Apollo Bay Community Infrastructure Plan	Partner	Short Term	Apollo Bay Integrated Infrastructure Plan

Retail and Service Sector

The retail and service sector consists of the region's retail businesses and those active in the professional services sector such as legal firms, accountants, real estate agents, architectural, and banking services. Although it's difficult to determine accurate employment and output figures, it is estimated the output figure for this sector is near \$540 million and 2,500 people employed in the sector.

The largest employer in the sector is retail, with 936 people employed. This has shown a very small increase of 18 since the previous Census in 2011.

Other areas in this sector such as *Education and Training* and *Professional Scientific & Technical* services have recorded increases in employment since the 2011 Census of 105 and 29 people respectively.

The sector is experiencing difficult trading times, not only in the Colac Otway Shire but many smaller regional areas. Competition from larger regional cities such as Geelong, Warrnambool and Ballarat causes significant leakage of local spending. Online shopping is on the increase adding further pressure on the small retailers.

Other factors which impact on business viability include operating costs (rental,

rates, power, telephone, IT etc), wages and location of the business. Location can create challenges and a good example is Murray Street in Colac. Whilst Murray Street offers significant opportunities with Princes Highway exposure, it also balances 1,500 heavy vehicles passing through Colac per day, a sign of the active manufacturing and transport and logistics sectors in town.

Council has been proactive in finding ways to improve the amenity experience for traders and shoppers along Murray Street. It is supporting the businesses in the main street of Colac with initiatives such as the implementation of the Colac CBD and Entrances Project, with the first section of streetscape improvements. This has been coupled with the recently released Council's Facades Grant Scheme which will assist shop owners to improve the building facades of the many Victorian and Interwar heritage buildings in the street, to revitalise this shopping strip to its former glory.

The CBD and Entrances Project also recognises the opportunity to activate and extend a laneway network in Colac to create niche opportunities for people to congregate and linger. It is blessed with a grid street network with Princes Highway frontage and ability to connect through to the quieter Bromfield Street to the rear. Council will continue to work with developers and the retail sector to extend and revitalise this important area.

Regional output figures are also very difficult



to determine, however it is estimated that output for this sector would be in the vicinity of \$1 billion. The services sector is growing and performing strongly, particularly the rental, hiring and real estate area, with an annual output of \$230.775 million. Public administration and safety area contributes \$113.907 and retail contributes \$97.964.

How Council assists the Retail and Services Sector

- Provides land use planning to ensure sufficient supply of commercial land.
- Facilitates development through strategic and statutory planning services and business facilitation.
- Invests in streetscape maintenance and improvements and public car parking areas.

Key Opportunities in the Retail and Services Sector

- Investment attraction activities targeting larger retail businesses to build on the existing shopping experience in the Shire.
- Investigate bus parking in Colac and Apollo Bay to support/attract tourists travelling to, or returning from, the Great Ocean Road experience, to provide an opportunity for local retailers to capitalise on the visitor numbers.

- Facilitate the retention and expansion of government services in the municipality.
- Facilitate the retail opportunities for the provision of bespoke goods sourced from the region in Colac.

Strategic Goal

- Support the growth and economic sustainability of the retail and services sector to ensure the provision of local products and services.

Key Objectives

- Identify, target, and facilitate new complementary businesses to locate in the municipality to enhance the service and produce offer in the sector.
- Market Colac and areas of the municipality to attract a sustainable population for consumption of local products and services.
- Advocate and invest in the short to medium term for enabling and place-making infrastructure to improve the liveability and amenity of our towns.



Retail and Services Actions

Action	Council's Role	Timeframe	Evaluation Measure
Focus investment attraction activities to target retail businesses, to improve the existing shopping experience in Colac.	Lead	Short term Ongoing	Retail business investment achieved.
Continued implementation of the Colac CBD and Entrances Project.	Lead	Medium term	The number of elements of the project commenced or completed.



The Visitor Economy: Tourism, Culture and Cultural Landscape, and Events

Tourism Overview

Generally, tourism in the Shire is focused around the southern regions visiting the Great Ocean Road, Cape Otway and the Otway National Park. These areas are renowned for their coastal and natural beauty with stunning landscapes and natural features that wow visitors.

This area has an existing tourist market numbering more than 5 million per annum. Apollo Bay is the main centre for tourism in the Shire, and contributes 766 (7.8%) of total jobs in the municipality, and supports 22.2% of the Shire's tourism employment (206).

Tourism is not identified as a separate industry sector in the National Accounts Data. Instead tourism is an amalgam of activities across various industry sectors such as retail, accommodation, cafes and restaurants, cultural and recreational services. It is estimated that the total employment figure in tourism in the Colac Otway Shire is around 930.

The large majority of employment in the tourism sector is in accommodation and food services, with 696 jobs (74.8%) followed by the retail trade area with 93 jobs.

Tourism output in the Colac Otway Shire is estimated to be a healthy \$163.739 million. Accommodation and food services account for \$102.045 million (62.3%) of total output.

The tourism sector has experienced rapid growth, which has placed significant pressure on authorities in the provision of infrastructure to cater for the growing tourism market.

The Colac Otway Shire is committed to working collaboratively with our key partners and across agencies and Government to facilitate investment in infrastructure in strategic locations in the Shire. The Colac Otway Shire is demonstrating this commitment and leadership through the preparation of





the Colac Otway Shire Tourism Parking and Traffic Strategy. This is being undertaken collaboratively with other relevant Government agencies and departments as well as affected communities, to identify solutions to transport and parking issues associated with growing tourism numbers in the Shire's coastal towns such as Apollo Bay and Kennett River. It shows the way how Government across levels can work collaboratively and strategically with communities to come up with infrastructure solutions to proactively manage tourism in often environmentally and culturally sensitive environments.

Tourism has the potential to contribute significantly to the economic sustainability of our region for the benefit of all, and the Colac Otway Shire welcomes discussions about new ventures.

The Great Ocean Road and Coastal Towns

The Great Ocean Road is the main contributor to the visitor numbers in the region with over 5.4 million people experiencing it annually. The challenge for Council is to take full advantage of those numbers and facilitate the provision of new attractions and destinations in the area that will alter the current tourist travel patterns.

While Colac Otway Shire has a relaxed regional lifestyle for much of the year, the coastal strip is transformed during the holiday period and summer weekends. Millions of domestic and international tourists each year head for the Great Ocean Road and experience the natural beauty of the area. The most common route taken is west along

the Great Ocean Road, stopping occasionally on the way to look for koalas, parrots or whales, lunch at Apollo Bay, and then on to the Twelve Apostles. After that it's back to the Princes Highway, through Colac possibly for a short stop and then on to Melbourne.

Whilst tourism travel along the Great Ocean Road has been seasonal in the past, with burgeoning international tourism in more recent time, tourism numbers are now significant all year round. Furthermore, the projections for increased tourist numbers along the Great Ocean Road into the foreseeable future offer exceptional opportunities for investment, particularly with Avalon Airport in Geelong transforming into an international airport with direct flights to Asia later in 2018.

The regularity and volume of tourists undertaking this experience provides businesses with significant opportunities to capitalise on the visitor spend in the area. The coastal townships rely on the tourist spend and every effort should be made to facilitate investment into new products which will change this travel pattern and encourage tourists to stay in the region longer than one day.

Investment in new and upgraded attractions is necessary to change the travel patterns of the tourists throughout the region. Attrac-

tions that are strategically located, and offer an experience that will encourage visitors to stay in the area longer, are needed. The Conservation Ecology Centre's proposed Wildlife Wonders attraction in Marengo is one such facility that works with the natural features of the region, that will provide a memorable experience and entice visitors to stay longer in the area.

Apollo Bay Harbour

The Apollo Bay Harbour is a key State owned asset supporting tourism, commercial and recreational fishing, marine safety, and other sporting and recreational marine activities.

The Colac Otway Shire is the designated Port manager through an agreement with State Government. The Shire is currently advocating to Government for significant investment to support the redevelopment of the Port, ensure the viability of the seafood industry currently operating from the Harbour, and preserve and enhance the uniqueness of this tourist destination.

Economic Benefit Analysis reports provided to Council indicate with capital expenditure of \$25.7 million at the Harbour, an expected economic boost of \$41 million per annum could be achieved with an increase of 83,300





visitors to the area. The investment would also see the reactivation of the existing fishing industry, an additional 10 fishing boats operating out of the Harbour and an additional \$10 million of product per annum. The added tourist visitation would create accommodation demand for between 120 and 390 rooms in the area.

The Otways Region

The Otways Region also provides tourists with a range of activities to do, and amazing natural assets to experience. The rainforest, waterfalls and the small townships located in the Otways, provide visitors with unforgettable experiences.

Attractions such as the Otway Fly bring thousands of visitors through the Otways annually. The smaller townships scattered through the Otways have their own unique look and feel and provide places to stop, have something to eat and drink, and just relax

for a while. The accommodation available throughout the area continues to grow and provides a range of options to visitors.

The region is famous for locally produced product, with many regional producers coming together to form the Otway Harvest Trail. The group is a collective of local niche producers delivering a range of premium products. There is a clear opportunity for expanded niche food production in this region utilising the high annual rainfalls afforded in the Otways, rich soils, and network of dedicated producers committed to offering unique food experiences for travellers.

Forrest

The township of Forrest is the home of the Forrest mountain bike trails, which attract domestic and international cycling enthusiasts. The attraction of further funding to complete the implementation of the Forrest Mountain Bike Strategic Plan is a priority, to elevate the facility to a "must do" cycling experience. Once the implementation of the Strategic Plan is completed, the facility will have the capability of attracting significantly more visitors to the region.

The cyclist experienced is enhanced by local eateries and niche accommodation offerings that welcome tourists in this beautiful region.

Council has acted to overcome development expansion constraints in the township of Forrest with the extensive Forrest Wastewater Investigation Project in collaboration with Barwon Water. This project will provide solution options to the existing wastewater issues in the township and support future business

expansion.

Colac Otway Shire has also secured economic benefit analysis reports on increased investment in the Forrest mountain bike facility. For an additional investment of \$1.05 million to complete the implementation of the Strategic Plan, an additional 32 new full time equivalent jobs would be created, an additional 49,500 visitors would be attracted to the area. This would result in an increased annual economic benefit of \$8.4 million, and accommodation demand created for an additional 92 rooms.

Colac and Northern Shire

While tourism is presently focussed around the southern beachside regions along the Great Ocean Road there are untapped opportunities in the northern section of the Shire. Colac is ideally situated to capitalise on these opportunities with large numbers of tourists travelling through the town on the return journey from the Great Ocean Road.





View across Lake Beeac (Alan Carmichael)

Retailers in Colac are well positioned to tap into this market by providing goods and services to these travellers.

The development of a Colac Destination Action Plan will support activities aimed at capturing this tourist market. Accepting the idea that Colac is a tourist town may not sit naturally with many local businesses but the market is certainly available. Colac has many existing assets as a regional centre with historic main street, Lake Colac, and Beechy Rail Trail. It is also a stone's throw from small picturesque hamlets of Beeac and Cororooke a little further to the north. Council is exploring ways to connect these places with dedicated bike tracks to enhance the tourist cycling experience which is becoming more and more popular.

The Great Ocean Road Regional Tourism body has launched the promotion of the "Lakes and Volcanic Plains" region in the north of the Shire to attract visitors off the Great Ocean Road and into the inland.

How Council assists the Tourism Sector

- Colac Otway Council supports the visitor economy through two Visitor Information Centres, one located in Apollo Bay and the second located in Colac. These centres provide up to date information about the region and its attractions to more than 450,000 visitors a year. The

centres provide visitors with information on activities they can do while in the area, maps to assist with finding areas of interest and a retail shop which stocks gifts and memorabilia.

- Dedicated tourism officer on staff.
- Marketing and promotion of tourism destinations in collaboration with GORRT.

Key Opportunities in the Tourism Sector

- Advocate for the Great Ocean Road Authority's head office to be located in Apollo Bay.
- Source appropriate funding for the redevelopment of the Apollo Bay Harbour as a key focus for Apollo Bay and the region.
- Investigate services provided by Visitor Information Centres (VICs) are delivered into the future to maximise the benefit for the visitor. Options could include roaming Visitor Information Centre staff speaking with visitors in the street, and pop-up VICs at events or on special occasions.
- Source funding to complete the implementation of the Forrest Mountain Bike Strategic Plan.
- Develop a Destination Action Plan for Colac.

- Improve "sense of arrival" for towns in the Shire.
- Attract high end accommodation in Colac and Apollo Bay.
- Implement outcomes from the Colac Otway Shire Tourism Traffic Management & Parking Study; Otway Coast Master Plan; Apollo Bay Structure Plan and the Apollo Bay Foreshore Plan.
- Collaborate with Seafood Industry Victoria on future activities involving the Apollo Bay Harbour
- Investigate visitor servicing – how we take services to the visitor and identify tools that allow us to better service – improve Visitor Information Centres to meet visitors' needs
- Investigate the potential development of low cost accommodation opportunities for workers on the coastal strip.
- Identify strategic areas for tourist accommodation and development in the Shire.
- Promoting the local attractions to the growing international market.

Strategic Goal

- Support the growth and innovation in the tourism and culture sector to promote the provision and diversity of local products and experiences.

Key Objectives

- Identify, target, and facilitate new complementary businesses to locate in the municipality to enhance the product, accommodation range, and service offer in the sector.
- Undertake ongoing marketing campaigns to promote the municipality to attract visitors to experience the local offerings and stay longer.
- Advocate and invest in the short to medium term for enabling and place-making infrastructure to improve the liveability and amenity of our towns.



Tourism Actions

Action	Council's Role	Timeframe	Evaluation Measure
Undertake buildings and works to facilitate the re-development of the Apollo Bay Harbour Precinct.	Lead	Short term	Delivery of first stage of redevelopment of the Apollo Bay Harbour
Identify funding opportunities for funding of the Forrest Mountain Bike Strategic Plan.	Lead	Short term	Funding sourced to implement the Forrest Mountain Bike Strategic Plan
Develop a Destination Action Plan for Colac.	Lead	Short term	Colac Destination Action plan developed
Implement the actions of the COS Tourism Parking and Traffic Strategy.	Lead	Medium term	Actions implemented from the Implement the actions of the COS Tourism Parking and Traffic Strategy
Collaborate with the Fisherman's Co-operative and Seafood Industry Victoria on future activities involving Apollo Bay Harbour. Investigate the development of a local fresh food seafood node to attract tourists, including promoting local seafood in Apollo Bay restaurants and opportunities for visitors to learn about the local seafood industry	Partner	Medium Term	The number of opportunities identified, implemented or decisions made to progress or not progress the activity. Identified activities developed.
Investigate visitor servicing through the Visitor Information Centres which will the provision of better service to visitors	Lead	Medium term	The provision of alternative services to visitors
Investigate the potential development of low cost accommodation opportunities for workers on the coastal strip.	Lead	Medium Term	Opportunity identified
Identify opportunities for the development of 4+ star accommodation in Colac and Apollo Bay.	Lead	Short Term Ongoing	Opportunity identified and collaboration with developers commenced

Action	Council's Role	Timeframe	Evaluation Measure
Investigate bus parking options in Colac to capitalise on the tourist numbers travelling through Colac.	Lead	Long Term	Bus parking option identified in Colac
Implement Stage 2 of the Colac CBD and Entrances Project for Colac	Lead / Collaborate	Medium Term	Delivery of Stage 2 of the Colac and CBD Entrances upgrades.
Prepare community-led plans for the Shire's small towns to identify tourism and local economic development opportunities	Lead	Medium term	Completion of community-led plans for the Shire's small towns.
Implement the actions relevant to the Shire resulting from the Great Ocean Road Regional Tourism Workforce Development Study	Partner	Medium term	Number of activities undertaken Number of new jobs filled



Image courtesy of Mark Chew



Culture and Cultural Landscape

The Cultural Economy is increasingly recognised as an important and growing part of local and regional economies. Council has recently completed the Colac Otway Arts and Culture Strategy (2018) to highlight the importance of the sector to the Shire both for community benefit as well as the potential it plays in the wider economy. It notes that: "Arts and cultural services and activities provide direct and indirect benefits to local communities and economies through their impact on the social, cultural, environmental and economic sectors. The broader creative sector plays an essential role in creating resilient and growing local economies." The Colac Otway Shire recognises its key role in the direct investment and support and arts and culture through the provision of infrastructure, services, programs and staff.

The Colac Otway Shire also sits within an important cultural landscape on Gulidjan and Gadabanud Country in the Eastern Maar Nation. The Shire's Aboriginal story is less well understood compared with post-colonial history, and spans thousands of

years continuing to this day. There is scope to improve our understanding of this, and promote Aboriginal stories and the prosperity of its People in our region, and share the Shire's economic prosperity with Aboriginal people in our region.

How Council assists the Culture Sector

- Provides dedicated staff for arts and cultural activities support.
- Offers direct provision of arts and culture programs and facilities such as the Colac Otway Performing Arts and Culture Centre (COPACC).
- Facilitates and support arts organisations and individual artists by using local government expertise, information and resources.
- Supports the funding of artists and community groups to build arts and culture activities and events.
- Manages open spaces and policies that



support arts and culture development.

Key Opportunities in the Culture Sector:

- Need to operate, maintain and plan for the provision of relevant cultural facilities and assets.
- Opportunities to integrate art and interpretive elements into public spaces.
- Opportunity to implement programs in a collaborative way and create new opportunities.
- Need to address barriers to participation.
- Opportunity to develop the strength of the creative sector.
- Need to acknowledge the role of arts, culture and heritage in placemaking, liveability and cultural economies.
- Opportunity to program cultural works and support organisations that celebrate First Nations culture.
- Need to foster a cross organisational approach to supporting the arts.
- Developing a best practice approach to engagement and cultural heritage management with Traditional Owners and

the Registered Aboriginal Party.

Strategic Goal

- Support the growth and innovation in the culture sector to promote the provision and diversity of experiences.

Key Objectives

- Undertake ongoing marketing campaigns to promote the municipality to attract visitors to experience the local cultural activities and stay longer.
- Advocate and invest in the short to medium term for enabling and place-making infrastructure to improve the liveability and amenity of our towns.
- Acknowledge, recognise, protect, and celebrate Aboriginal culture, story, and areas of cultural significance as an ongoing activity by investigating opportunities to celebrate and promote local Aboriginal language, history, and stories in the Shire.

Culture and Cultural Landscape Actions

Action	Council's Role	Timeframe	Evaluation Measure
Implement the Colac Otway Shire Arts and Culture Strategy (2018).	Lead	Ongoing	As identified in Strategy
Prepare a Cultural Heritage Management Strategy to identify ways to protect and celebrate Aboriginal Cultural Heritage.	Lead	Short to medium term	Preparation of a Cultural Heritage Management Strategy





Birregurra Festival (Andrew Currie)

Events

The Colac Otway Shire currently hosts a diverse range of events including international, commercial, fundraising, sporting, and civic based events. It plays a critical role in providing grants to events which leverage further investment in the region. For an investment by Council through the Shire's events grants in 2018/2019 of \$101,497, this leveraged a total of \$1,932,339 of investment either through cash investment by event organisers or in-kind contribution.

Events and festivals have become an important part of our community fabric as they embrace opportunities, learnings, creativity and showcase our community and lifestyle to appeal to a broader audience. There is a clear opportunity in partnership with event organisers, to enable a more vibrant events calendar across the year that contributes to the social and economic and well-being of our community.

Council's plays an important role in supporting and facilitating major and community events, including:

- Event support, development, and management
- Event attraction and marketing
- Facilitation and information provision
- Approval and regulatory responsibilities
- Funding (grants and sponsorship) programs

- Event impact assessment, research and evaluation
- Facility and infrastructure provision
- Building capacity and capability
- Facilitating partnerships

The type of role which Council plays depends on the scale of the event, and economic and / or community benefit. Council is unable to financially support every event, and must consider events that align more broadly with Council goals and strategies.

The Colac Otway Shire also recognises the major workloads involved for individuals and volunteers required along with the commercial event organisers, and at the same time guide and educate them in safe work practices and compliance issues. We aim to gather a calendar of events that fundraise, promote our local food and wine culture, and support our growing sporting platforms and community events.

Many thousands of visitors come to the region each year to attend events in the Shire, providing huge economic benefit to the region. Events range in size from the smaller farmer's markets held in the Shire to events such as the Great Ocean Road Running Festival, Apollo Bay Seafood Festival, Winter Wild, Otway Odyssey and Gellibrand Blues & Blueberry Festival to name just a few.

Key Opportunities in the Events Sector

- Clarify a model how Council will allocate resources towards supporting events that deliver major economic and tourism

outcomes and to events delivering community benefits.

- Promote shoulder season events to balance demand across the calendar year.
- Consider ways to provide additional support to assist event organisers focus on strategic planning initiatives, build their capacity, skills and long term sustainability.
- Investigate ways to streamline the regulation of events such as by developing a check list to support event organisers (especially new events), and investigating on-line forms.
- Encourage waste free events – research "waste wise" policy for events.
- Investigate the re-use of applications (eg: risk and traffic management) from previous events with appropriate changes to lessen the paperwork burden for organisers.
- Investigate opportunities for economic benefit surveying of events (Remplan).
- Conduct training in the use of the events trailer for event organisers.
- Encourage business modelling to events – business planning, communication, marketing and succession planning.
- Work with organisers to facilitate the attraction of new events to the region.

Strategic Goal

- Support the growth in number of events to promote diversity of offering, expand the seasonality, and financial sustainability of the sector.

Key Objectives

- Facilitate capacity building for event organisers to improve the running of events and their financial sustainability.
- Provide ongoing support to event organisers to meet compliance requirements.
- Provide ongoing support event organisers with marketing and promotion



Events Actions

Action	Council's Role	Timeframe	Evaluation Measure
Encourage "waste free" events – research "waste wise" policy for events.	Lead	Short Term	Waste free initiatives introduced at regional events
Develop a check list to support event organisers.	Lead	Short Term	Check list developed
Investigate the use of on line event application/permit forms.	Lead	Short Term	Implementation of online forms for events
Provide training for event organisers in the use of the events and waste trailers.	Lead	Short Term	Training provided
Facilitate the development /attraction of new events to the region.	Lead	Short Term Ongoing	New events delivered in the region
Investigate the re-use of application forms from previous years events – with appropriate changes to ease paperwork burden for organisers.	Lead	Medium Term	Event forms able to be re0used with appropriate changes
Investigate opportunities for economic benefit surveying of events (Remplan).	Lead	Medium Term	Events able to be surveyed and economic benefit analysed

Other Economic Development Considerations

Minerals exploration

With a growing economy with demand for increased infrastructure provision and construction, there is a need to find region sources of rocks, minerals and sand for road making and sand for other infrastructure projects. There may be some potential to explore areas in the northern parts of the Shire including around Ondit for these purposes.

Correctional centres

Other parts of the country have witnessed significant public investment because local governments have shown support for the development of correctional facilities. Whilst any such facility would need to be planned and managed carefully, there may be an opportunity to commence discussions with Government about the appropriateness of areas in the northern parts of Colac Otway Shire for such as use.

Opportunities for other activities include:

- Adult and or juvenile detention centres. A development such as this would provide the Shire with significant bargaining power with the State Government and generate significant employment.
- Extractive industries (mining). Officers from Council's Economic Development Department have established contacts in the Extractive Resources in Victoria Unit of State Government and are kept up to date with information on the mining sector.

Monitoring and Evaluation

The implementation of the Colac Otway Economic Development Strategy will be monitored by the Shire's Economic Development Unit. It will use the measures established in the action plan to evaluate progress. It will work with key stakeholders to discuss the progress of the Strategy and consider the extent of how actions are being implemented and meeting their objectives.

A full review of the Strategy will be undertaken with the release of the next census, as much of the economic data is only available in five year cycles as part of the national census.

The implementation of the Strategy will be regularly reported to Council.



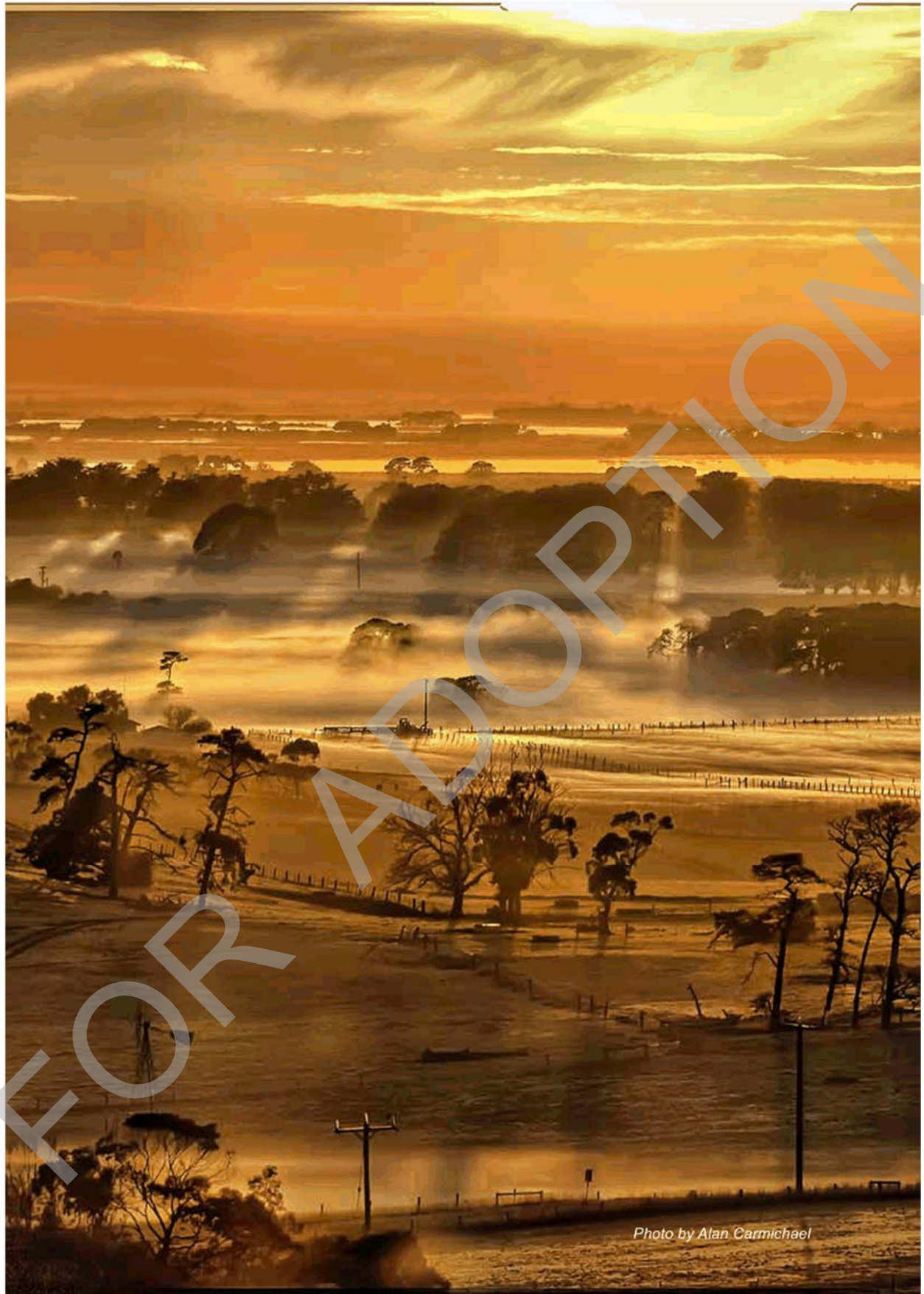


Photo by Alan Carmichael

Background

This section identifies the key trends and issues impacting the Colac Otway Shire's local economy.

This includes:

- Geographic overview
- Demographic snapshot
- Key economic profile

Geographic overview

The Colac Otway Shire covers an area of 3,433 square kilometres, and is located 160km west of Melbourne in a natural environment which includes State Forests, National Parks and a significant section of the Great Ocean Road. It's within an hour's commute of Geelong, which has been experiencing steady population and employment growth in recent years. There has also been significant investment in improving transport connections between Geelong and Colac through the duplication of the Princes Highway and increased rail services.

The Shire is rich with beautiful natural assets and diverse landscapes, encompassing the coastal strip with beaches and surf, the Otways featuring waterfalls, rainforest and the Otway National Park, and the northern part of the Shire featuring many Volcanic Lakes and the grassy agricultural area of the Volcanic Plains.

Colac Otway Shire can be divided into geographic regions: the coastal strip in the south; the Otways to the north of the coastal region; the industrial/commercial heart land in Colac; and the agricultural lands in the north.

The coastal region is the main area for tourism with Apollo Bay being the largest town in this region. The area has a thriving tourist economy with the Great Ocean Road attracting 5.4 million visitors annually, *the most visited attraction in Australia*. The region is also likely to benefit significantly from the expansion of Avalon Airport as an international airport with direct flights to Asia to commence in late 2018.

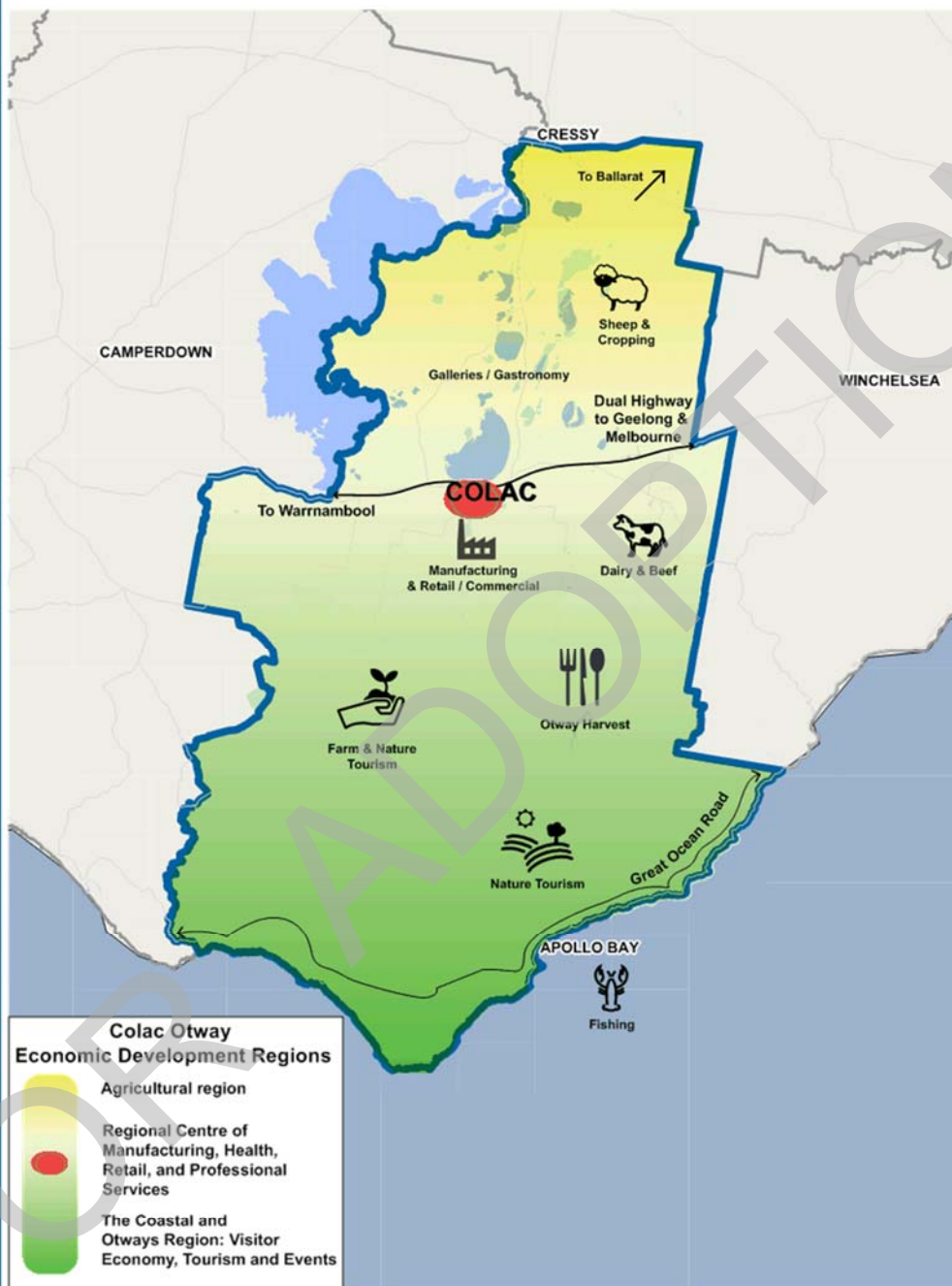
The coastal tourist strip bleeds into the Otway National Park, making use of the nature based walks and experiences, along with growing boutique gastronomy and food production experiences. The township of Forrest is also fast becoming THE destination for mountain bikers with an extensive network of graded trails for all skill levels.

Colac is the main centre for retail, professional, health and social services. It also has a thriving manufacturing sectors with leading names such as Bulla Dairy Foods, Australian Kiln Dried Industries (AKD), and Australian Lamb Company (ALC).

A strong agricultural sector surrounds Colac and extends into the north of the Shire.

Colac Otway Shire boasts some significant facilities for community use. Secondary schools are in Colac and Apollo Bay, and several primary schools are scattered across the Shire providing first class facilities for our children's education. The Colac Otway Performing Arts & Cultural Centre (COPACC) attracts national performers to the region and is home to the regional movie cinema.

Central Reserve is a first-class Australian Rules Football (AFL) venue and recently hosted a pre-season AFL trial game in March 2018. Bluewater Leisure Centre (now open 24/7) is home to an indoor gymnasium, swimming pools and a three-court basketball



stadium. Colac Otway Shire boasts two significant hospitals, one in Apollo Bay and a major regional hospital in Colac.

Our regional townships provide quiet, relaxed surrounds and are attractive to locals and tourists alike. Many events are held in the townships attracting thousands of visitors annually to the area.

Demographic Snapshot

The Shire has both a permanent population and is a tourism destination for holiday makers and international tourists.

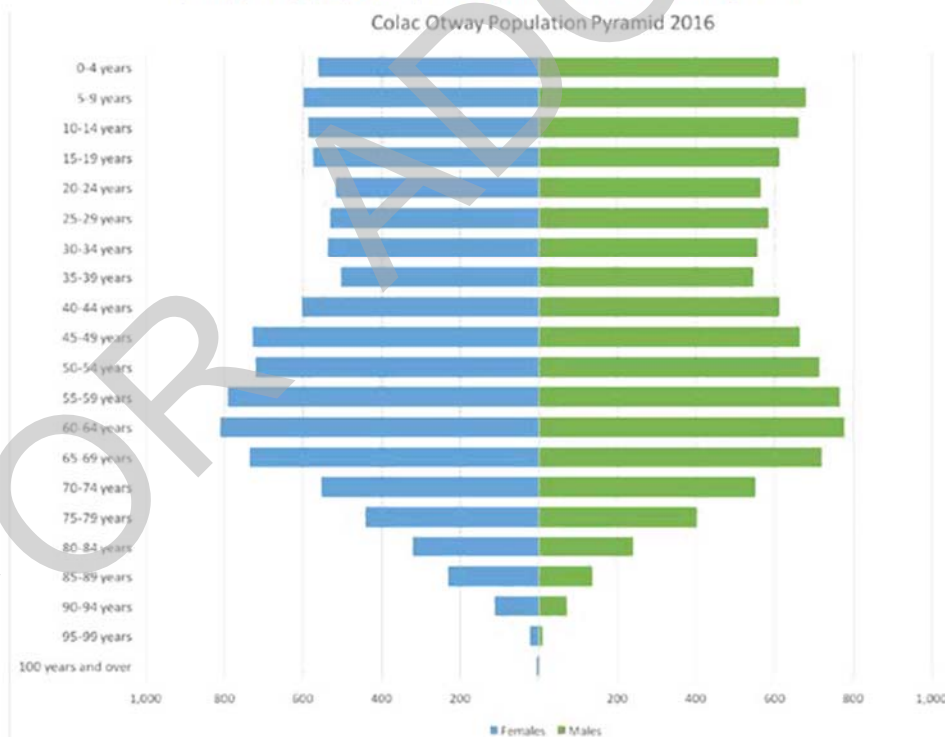
In 2016, the population of Colac Otway Shire

was 21,359, an increase of 745 persons (3.6%) over the last 10 years. The largest growth occurred in the over 55 years' age bracket. Population projections to 2031 indicate continued population growth at a rate of around 0.6% per annum, particularly in the older cohort, consistent with an aging population in Victoria, and many choosing to retire in the Shire. This results in a projected population of 23,865 by 2036 for the Shire.

Meanwhile the under 20 age group continued to decline between 2011 and 2016, many leaving to pursue education and job opportunities. A key aim of the Strategy is to create opportunities to attract back young people after their studies, or to provide opportunities for them to access tertiary education opportunities in nearby Geelong and Warrnambool whilst remaining in the Shire.

Key population statistics for the Colac Otway region include:

- Total estimated resident population of 20,971 people
- 3,696 (17.62%) persons classified as youth (ages between 0-15), slightly higher proportion than the State (18.24%)
- 4,555 (21.72%) seniors who are over the age of 65, which is also higher than the state (15.57%). The high proportion of persons aged 65 and over can be seen in Figure 2-1.



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Colac Otway Shire has an older population compared to both the G21 and Barwon South West Regions with 21.7% of the population 65 years and above in contrast to 19.4% for the G21 Region and 18.5% for Barwon Southwest.

The below figure provides a breakdown of the population of the Colac Otway Shire and shows the aging population of the region.

Climate Change

Colac Otway Shire is also located within the Barwon South West region of the State of Victoria, which stretches from the tip of the Queenscliff Heads to the border of South Australia. This region is continuing to get warmer and drier, and the more recent climatic projections for south western Victoria are for a generally drier and hotter climate with higher frequency of extreme weather events. The projections include increased intensity of extreme weather events such as extreme rainfall events and subsequent flooding, and increased bushfire risk and drought. A key aim of the Strategy will be to grow resilience in our economic sectors to respond, adapt and prosper with a changing climate.

Colac Otway's Economic Profile

Colac Otway Shire's economy has diversified over the years and several industry sectors have expanded and developed into major economic drivers. In addition to a continued strong agriculture, forestry and fishing sector, other sectors which have emerged as major contributors to the local economy include: manufacturing; construction; health care and social assistance; the visitor economy with a strong tourism and events sector; and retail and services.

These sectors collectively contribute \$1.757 billion in output, or 62.7% of the Shire's total output.

Employment is also strong in the Shire. In 2016, the estimated total employment for the

Shire was 9,857 jobs, and the unemployment rate of 3.5% is lower than the G21 Region of 5.47% and Barwon South West region of 5.26%. Whilst the unemployment numbers are a real positive, it creates a small pool of people for employers to find employees. Major employers in Colac Otway Shire have raised issues with difficulty in filling vacant positions with suitably qualified and / or engaged employees. Council is working closely with industry and other key stakeholders to find innovative ways to assist with this dilemma.

This low rate is mainly due to the ability of our traditional industry sector employers to support large workforce numbers (i.e.: manufacturing – including food processing; health care and social assistance; agriculture, forestry and fishing; and construction).

Development and Housing Overview

Development in the Colac Otway Shire continues to be strong for a Shire with a relatively small population base. For the last 10 years, Colac Otway dwelling approvals have remained consistent with exceptions of a peak in 2008/2009 of 212 approvals and a low of 90 approvals in 2014/2015. There were 109 new dwellings approved in 2016/2017, a slight decrease (4 dwellings) on the previous year.

The total value of building approvals in Colac Otway Shire during 2016/2017 was \$89.9m comprising \$53.3m in residential approvals and \$36.6m in non-residential approvals.

This means for every \$1.00 approved for residential development, there is \$0.53 cents approved for the development of commercial, industrial, public or other non-residential investment in the Shire. This is a healthy ratio that shows opportunities for economic growth across the region.

Between 2006 and 2016 unit sales averaged 314 per year and made up two-thirds of the total sales. Housing sales averaged 59 per annum or 12.4% of total sales while vacant land made up 21.6% (103 per annum) of sales.

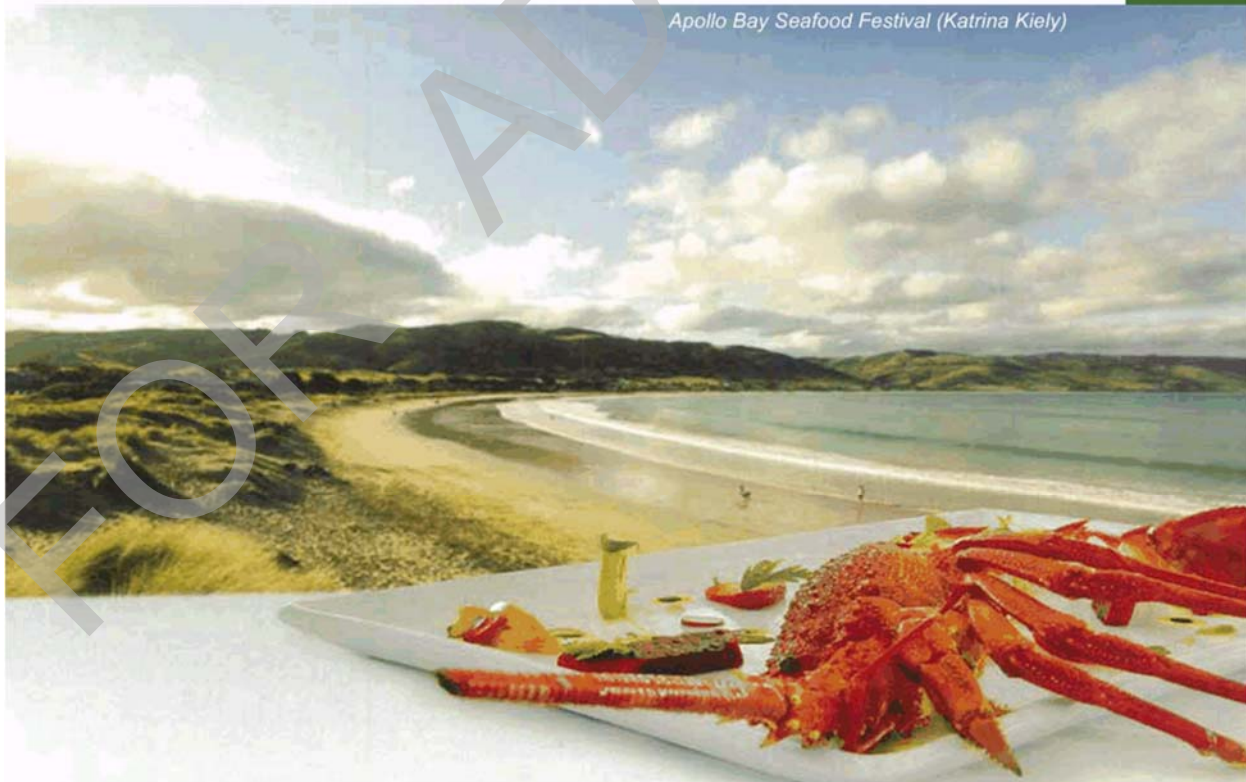
In 2016, there was a significant rise in activity in the property sales area with 704 property sales recorded in Colac Otway Shire, with a total value of \$257,530,644.

Median dwelling and land prices have experienced gradual increases in Colac Otway Shire between 2011 and 2016. The median house price in the region in 2016 was \$393,500 and for vacant land it was \$135,750. This indicates an average increase in the median house prices of 3.8% since 2001 and an increase of 2.3% for vacant land during the same period.

Colac Otway's weekly median rental price was estimated in 2017 to be \$281. In the 10 years since 2007 rental prices have shown a steady increase of 4.43%. Median weekly rents are

more affordable in Colac Otway Shire when compared to the G21 and Barwon South West regions which are \$338 and \$320 respectively. Rental yield for houses in Colac Otway Shire is currently estimated at 4.9% with units estimated at 4.4%.

Apollo Bay Seafood Festival (Katrina Kiely)



Appendices

Appendix - Research

Colac Otway Survey Analysis

- 138 responses were received from across the Shire
- The majority of responses (87%) stated that their staffing levels had increased or remained the same over the past twelve months – (30% increasing; 57% staying the same)
- Of the 13% that recorded a decrease only 12% of those said it was through lack of work – 40% of this 13% group stated the decrease was due to their inability to find suitable staff to fill vacancies
- A total of 51.8% of respondents stated they had trouble finding suitable staff. The most common jobs where suitable staff could not be sourced were chefs/hospitality staff and cleaners
- 47.69% of respondents said that their annual turnover had increased over the year with 33.08% staying the same...the remaining 20% recorded a decrease in annual turnover
- 69% of respondents stated they were “fairly to very” confident they will remain profitable in the future. Only 13 respondents stated they were not confident of remaining profitable
- 65% of respondents stated that turnover will either stay the same or increase in the next five years
- A significant 80% stated they would be investing in some form in their business over the next 1-2 years. 20% of those surveyed said they will be investing more than \$100,000, with 7% saying they will be investing more than \$500,000
- Of those surveyed 17.5% said they are planning to hire more staff and a further 22% stated it was possible they would be hiring more staff
- Only 10% of those surveyed said that 100% of their customers would be from within the Colac Otway Shire
- Of the 123 who responded to this question relating to the percentage of their business operations that engages other local businesses, an average rate of 44% was the result....only 8 businesses answered 100%
- When asked what the number one issue or problem facing their business the most common response was “staff” (18 times) and the second highest was “Council or Council related issues” (6 times) and online sales received 5 mentions
- When asked what industries Council should avoid when attracting new investment or discourage from coming to the Shire, 45% said Council should not discourage any business from coming to the shire; 8 respondents mentioned the proposed Mega Hotel at Apollo Bay; 6 stated any business that would harm the environment; 6 mentioned anything that involved “fracking”
- 28% stated that “Location” was the main strength of doing business in Colac Otway Shire; 18 said being close to the coast and Apollo Bay; 4 respondents said the major businesses (Bulla, AKD and ALC); and a further 4 said “tourism”
- When asked what were the main barriers to doing business in Colac Otway Shire the most common response mentioned “Council”- these ranged from comments about planning, building, Councillors and attitudes of Council staff.....Red Tape was mentioned 4 times but did not include the word Council in the comment.....6 re-

sponses referred to a "lack of support from locals" or going to Geelong and not shopping locally

- When asked what they believed would attract more customers to spend in their business 19 respondents mentioned a "buy local promotion" in their response - 12 stated attracting better businesses or upgrading shop fronts – 9 responses mentioned Lake Colac being more attractive to people coming here and a further 8 mentioned "events or tourism attraction"
- 16 respondents stated that to attract more investment into the Shire that a Council focus should be on "investment attraction". 10 stated red tape should be reduced and a further 5 mentioned Lake Colac should be improved as an attraction to people
- 78.5% of respondents believe that Council should be in the business of attracting or generating new events.
- When asked which townships should be targeted for new events 27 said Colac; 16 mentioned Apollo Bay and 20 stated "all towns/all areas"
- Regarding what gaps exist in the current event calendar, 17 said none /no idea – 8 suggested winter – 6 said events at Lake Colac – 5 suggested more music events and 3 said more food events
- When asked their preferred method of communication with Council 75.7% mentioned email in their comments with 44.6% also mentioning regular public meetings or forums – 41.7% also mentioned eNewsletter as an alternative
- When asked what were the key training areas Council should focus on, 66.6% mentioned grant applications – attracting and retaining staff was next at 43.7% - customer service was next at 40%

Key Issues

- Perceived lack of support Council provides for business
- More support for business in encouraging locals to buy local
- Issues for business in finding suitable staff
- A significant number of local businesses utilising goods and services from outside the Shire and not engaging other local businesses.

Key Opportunities

- Develop the "single point of contact" concept within Council to provide more efficient service
- Build on the current investment attraction activity
- Implement the "Localised" business to business program to provide easier access for businesses to other local businesses
- Working closely with municipal partners
- Investigate expansion of current "buy local" activities

Appendix – Stakeholder Comments

Stakeholder Comments – Manufacturing Sector
Difficult to find employment ready job applicants
Need for new day care centre/ after school care program to enable families and women to be attracted into the workforce
Link employers with education providers to ensure school leavers are work ready and have a knowledge of the types of jobs that are available in our major sectors
Further discussions to re-engage non jobseekers into the workforce – utilise the GROW process to assist
Consider the opportunities for lower transport costs by undertaking discussions with freight companies around freight consolidation and/or better freight connections to reduce cost for local business
Promote Colac Otway's economic advantages – ie: land prices and connectivity etc to attract new investment
Undertake activities to investigate assessment of renewable energy options eg: waste to energy/heat, solar and facilitate private investment
Investigate training/education for employees based in Colac Otway Shire to reduce travel and down time for staff in training
Develop and implement a "jobs expo" style program which will inform young people of the different types of jobs available in all sectors in an effort to retain youth in the region
Attract new business to the region to replace the imported goods and services currently being sourced – research supply chains
Stakeholder Comments – Services / Retail Sector
Council needs to be proactive and move on the issue of heavy traffic in Murray Street Colac
Heavy traffic makes Murray Street very unappealing to visitors and locals to go there
Stop retail north of Murray Street Colac – move retail out of Murray Street and into Bromfield Street
Investigate affordable housing development sites that are ready to go now across the Shire
Facilitate investment in 4+ star accommodation in Colac
Support Barham River Road development near Apollo Bay to provide vital tourist attraction on the Great Ocean Road which will encourage people to stay longer in the region
Investigate how to capitalise on the growing Avalon Airport with regard to tourism
Promote Colac Otway Shire assets both built and natural – promote clean and green nature of the area
Actively promote long term jobs that are available in the Shire – promote outside of the Shire
Investigate bus parking in Colac to support/attract tourists travelling through on the way to or returning from the Great Ocean Road experience

Investigate training/education for employees based in Colac Otway Shire to reduce travel and down time for staff in training
Develop an "Business Retention & Expansion Stakeholder Group" to develop a Grand Plan for Colac
Look at ways to grow an employment ready workforce (GROW)
Council displays no flexibility
Attract new business to the region to replace the imported goods and services currently being sourced – research supply chains
Stakeholder Comments – Events Sector
Develop a checklist for new and existing event organisers
On-line application/permit forms
Reuse previous application forms for events just by updating appropriate sections and dates
Events trailer and waste trailer to be upgraded and resourced adequately
Training for event organisers in the use of these trailers
Encourage Councillor involvement and attendance at events as a celebration of community
Surveying f events – investigate Remplan's program for economic benefit analysis – develop a standard survey (Survey Monkey)
Update the grant acquittal form – streamline event documentation
Extend the use of social media in event promotion
Promote the use of Council's VMS advertising boards
Investigate event funding streams
Difficulty working with Council – red tape and paperwork
Encourage use of the notice board in Memorial Square to promote events
Stakeholder Comments – Agriculture, Forestry and Fishing Sector
Investigate ways to develop a pool of employment ready people to fill vacancies (GROW)
Usually two perspectives in agriculture "government get out of the way and allow private sector growth" or ensure managed, logical and considered growth
Need action to deliver better capacity - critical of current regulations (planning red tape) – need some relaxation of red tape while still ensuring public, private, social and economic balances
Single point of contact to Council through Eco Dev Unit to assist individual applications
Stronger effort needed on communication with the community to achieve greater understanding in order for community to fully appreciate the efforts of regulatory staff to protect the region
Involve more people in the processes of planning and regulatory matters to assist farmers with diversification
Local producers product outlet (produce hub concept)
Develop a network for young people in agriculture to expand their ideas – could develop into an educational activity
Develop a young women in agriculture network - could develop into an educational activity

Investigate training/education for employees based in Colac Otway Shire to reduce travel and down time for staff in training
Stakeholder Comments – Construction Sector
Investigate ways to develop a pool of employment ready people to fill vacancies (GROW)
Additional investigation into day care / after school care facility to encourage families and women to re-join the workforce
Re-engage non job seekers to the workforce and look at developing a “Jobs Expo” style event to educate young people of the number and variety of jobs on offer
Better promote Colac Otway’s way of life, housing and land affordability and schools to attract qualified people to the region
Attract new business to the region to replace the imported goods and services currently being sourced – research supply chains
Further discuss with construction sector to ensure appropriate skills are developed to maintain sector performance
Investigate training/education for employees based in Colac Otway Shire to reduce travel and down time for staff in training
Stakeholder Comments – Tourism Sector
Investigate ways to develop a pool of employment ready people to fill vacancies (GROW - eg: cooks, chefs, cleaners etc)
Develop a regional “produce hub” to promote and display local produce to locals and tourists
How do we better manage tourism
Leverage off existing tourism product – eg: Great Ocean Walk
Communicate with, and monitor what neighbouring shires are doing
Create partnerships with appropriate agencies in tourism
Visitor servicing – how do we take services to the visitor and how do we create a tool that allows us to service them better
There is a need to change visitor behaviour and journeys. What new product brings the visitor and will influence travel patterns – product that will encourage overnight stay (early morning or evening activities)
Council needs to consider what is coming in the future and plan for it – re new investment – we need to be prepared – neighbouring shires appear to be
Create product for the Asian market – (indigenous food opportunities; iconic art galleries; Dinner en Blank)
Currently there’s a lack of brand differentiation for some destinations in the Shire
Encourage local businesses to highlight authentic cultures, local differences
Reinforce destination positioning and brand
Collaborate with Seafood Industry Victoria on future branding work – Apollo Bay
Improve VIC services to meet current visitor needs – provide accurate and up to date information

Lack of clarity around management responsibilities amongst agencies in charge of public reserves and facilities – needs facilitation/ discussion to clarify roles
Improve integrated planning between agencies
Complete the Tourism Parking & Traffic Management Strategy
Lack of funds to maintain and further develop visitor facilities and infrastructure to manage increasing visitation – Advocate for Investment and formation of a Great Ocean Road Authority
Advocate for funding for the completion of the Forrest Mountain Bike Strategic Plan
Improve “sense of arrival” at township across the shire
Lack of industry and community readiness to meet needs of Asian markets (eg: China) – multi lingual information etc
Existing events need further support to grow/consolidate
Lack of affordable, permanent accommodation for workers in coastal locations
Lack of awareness of the significance of the visitor economy
Promote the area – tell stories of our towns and the region
Protect the natural environment – minimise visitor impact and support the visitor to understand the importance of protecting and caring for the environment
Product development – upgrade Paradise picnic area- open Marriner's falls, Skenes Creek Discovery trail, harbour Precinct, Shipwreck Coast Master Plan implementation, new product to encourage longer stays, better accommodation in Colac
Visitor facilities management – improved amenities for visitors; parking for busses in Apollo Bay, preserve quality of life in coastal towns for locals, get small things right before launching into large
Hard to work with planning and building in Council – red tape
Partner in regionally significant projects – World Class Signage Study; Work force development study, 100 years of the Great Ocean Road, Visitor Servicing Study
Get China ready

Stakeholder Comments – Food and Fibre Sector
Small businesses facing an issue in relation to space and expansion opportunities
Planning constraints may be an issue facing potential expansion
Distribution/delivery of product across a diverse geographic area is difficult with some producers using Melbourne based distribution companies
Some larger companies report they have trucks returning empty from Melbourne which could provide opportunities for other smaller businesses to use
It was noted that "Unique Supplies" does provide a delivery service in the region
Sales and Marketing in the region is difficult...it is difficult to raise awareness of boutique product in and outside of the region
Making tourists stop in Colac is an issue.
Attracting skilled and semi-skilled workers is difficult
Finding accommodation for staff in the area is an issue.
Waste water management in Forrest is an issue with trade waste hindering further investment
Reputation of Colac is an issue – the disused service stations at both entrances to Colac create a poor entrance to town and should be addressed as a priority
Subsidies and grants for Not for Profit organisations that are producing the same products are an issue for small business
Support for local producers from the community is not as strong as other areas such as Lorne/Torquay
Skill shortage affecting Council – several key projects that don't get off the ground for years due to staff turnover rate; lack of staff retention also limits Council from setting
Vision and policy direction effectively
There is not one point of contact in Council
Lack of awareness of funding grants or partnership opportunities that are available to business
Red tape because of zoning requirements
Central location of Colac is a strength
The landscape/natural assets/Otways is a key strength
The producers are accepted and respected as small business within the community
Local has become fashionable and Colac is on trend
Ability to tell the story about the produce in the area (paddock to plate) and create an experience with the product
Good community and synergy of small, niche, boutique, grass roots business network
Local Polwarth Wool – top grade fibre
Collaborate with the GORRT tourist signage strategy and implement coordinated signage approach throughout the Shire

Investigate the potential of a cheese maker and distillery for the Colac Otway Shire
Investigate a "Women in Business" event and more networking opportunities for women.
Investigate an "Eat Local Month"
Potential for local food awards as part of annual business awards
Invest in billboards that promote the major businesses and the product they produce.
Actions associated with delivery, distribution and marketing
Investigate facilitating a Colac Farmers Market
Facilitate the development of a Produce Hub ie; food and produce centre as a local attraction
Advocate for potential for a Colac marketing strategy to improve its image
Investigate how to promote COS Economic Development Staff as the first point of contact for business enquiries
Investigate how to coordinate and disperse information about grants available to small business
Stakeholder Comments – Health Sector
Have development conversations with Council ahead of time and work with Council as a key partner from the pre-planning phase through to implementation of projects
Encourage Council to adopt a "Community First" approach and a one stop shop for planning and other processes by ensuring the internal workforce collaborate across departments
Colac Otway Shire has sound public infrastructure and great central location
Warrnambool health services up by 8% last year; Colac up by 6% and Barwon region up also
Work on early years intervention with some young ones it's more important than education (eg; hearing, speech, sight)
Need a conference centre
Advocate for investment in the public sector to underpin private
Advocate for improved IT services
Culture of cooperation not competition – develop a "facilitation culture on Council" – work together for long term benefits
Work on shifting workforce from unskilled to skilled
Encourage students to move to the region- eg: support \$2.2 million health professionals accommodation
Progress health and Wellbeing Precinct Plan for Colac
Selling the Shire and the township of Apollo Bay as an attractive place to work, along with access to a strong recreational lifestyle by the sea to create the lifestyle balance youth are looking for.
Encourage people working in the Shire to live in the Shire
Lack of Doctors for the GP service in Apollo Bay
Affordable housing is a high priority in Apollo Bay – becomes a barrier to recruiting and retaining staff -

Currently Colac Area Health meets 45% of demand and the remainder go to Barwon Health due to lack of capacity
Flexibility in zoning – find a way to do it – not just say no
Community have to travel outside Shire for specialist services
Council must not be a handbrake to economic development
Council be more open about top priorities
Make community grants larger to enable things to get done
Great promotion of the facilities we have – eg: Central Reserve, Bluewater, COPACC, Library, Hospitals and health services
Investigate ways to develop a pool of employment ready people to fill vacancies (GROW)
Additional investigation into day care / after school care facility to encourage families and women to re-join the workforce
Investigate training/education for employees based in Colac Otway Shire to reduce travel and down time for staff in training
Close Colac Otway Shire regional saleyards and develop residential land on the site
Reduce event red tape
Stakeholder Comments – One-on-one meetings
Develop fit for purpose bike areas on local roads
Advocate for the provision of better IT services to the region – internet etc
Sort out the by-pass issue – be proactive
Improve both east and west town entrances
Release more build ready residential land in the area
Develop the “produce hub” concept for local producers
Colanda site – possible cemetery use
Expand the Botanic Gardens theme across the Shire
Improve Lake Colac and restore to former glory
Will Eco Dev unit have support from Council to do things - conservative or bold approach
Create a short and long term Economic Business Plan
Need more support and flexibility in Council dealings
Have the hard conversation with Councillors about the implications if we don't get private sector investment, what is the community cost.

Appendix – SWOT Analysis

Research, feedback and survey results are summarised in the following SWOT Analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Location – proximity to Melbourne, Geelong, airports • Affordability of housing and land • Great Ocean Road • Range of regional events • Assets –natural and built eg: beaches, rain forests, scenery, volcanic lakes and plains, Central Reserve, Bluewater, COPACC, Hospitals, Apollo Bay Harbour • Duplication of Princes Highway through to Melbourne (due to be completed 2019) • Space and land for growth • Strong industry sectors (eg: Manufacturing, Agriculture, Food, Timber, Health Services, Construction, Tourism, Services) • Numerous job opportunities currently available 	<ul style="list-style-type: none"> • Limited employment ready available workforce • Lack of training/education delivery within the Shire for employees • Lack of 4+ star accommodation in Colac • Need for more infrastructure along Great Ocean Road to cater for visitors (toilets) • Poor telecommunications (NBN) services in parts of the region • Volume of traffic especially heavy transport through the main street of Colac • Spending leakage to Geelong and Melbourne (not shopping local) • Difficult to deal with Council – not supportive or flexible
Opportunities	Threats
<ul style="list-style-type: none"> • Great Ocean Road Authority • Import replacement (incoming goods and services in several sectors) • Large employers in the region are continuing to expand • Strong economy • Available industrial, commercial and residential land • 4+ star accommodation in Colac • “produce Hub” concept to support local producers • Tourism opportunities 	<ul style="list-style-type: none"> • Lack of funding to build infrastructure needed on Great Ocean Road • Climate change threat to agriculture • Business sustainability • Very low unemployment – no readily available workforce • Available funds to provide for regional growth • Lack of available housing • Competition for Colac Regional Saleyards – long term viability

Appendix – Reference Documents

Plans and Strategies

Remplan –Colac Otway Economic and Demographic Reporting – (Economic Profile data - Sector statistics and trend data)

MacroPlan – Economic benefit Analysis (Apollo bay Harbour and Forrest Mountain Bike Trails)

Colac Otway Shire Council Plan 2017 – 2021 (2017)

Draft Colac Economic Development Strategy (2016)

G21 Agribusiness Study

Lake Colac Master Plan

Draft Colac 2050 Growth Plan (2017)

Colac Township: Economic Development, Commercial and Industrial Land Use Strategy (2017)

Colac Otway Creative - Arts & Culture Strategy (2018)

G21 Region Economic Development Strategy

Victoria 2020 Tourism Strategy

Great Ocean Road Regional Tourism Limited – Strategic Master Plan for the Great Ocean Road 2015-2025

Geelong Economic Futures – 2017

Regional Destination Action Plans

Growing Adventure Tourism in the Barwon South West

Forrest Mountain Bike Strategic Plan

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Colac Otway
SHIRE

Economic Development Strategy	Council's Role	Timeframe	Evaluation Measure	Status/Comments
Priority Actions				
Prepare an investment prospectus to encourage investment which would include available sites for commercial, industrial and retail uses.	Lead	Ongoing	Preparation of investment prospectus	
Drive an integrated approach to local skills development, with appropriate links between accredited training providers and local industry, and with a focus on technical training. Implement G21 Region Opportunities for Work and Beyond the Bell projects in Colac.	Advocate	Ongoing	Increase level of educational attainment by Colac residents (ABS census data). The number of local residents undertaking training within the Shire.	
Facilitate the provision of development-ready industrial land in Colac east	Lead	Short to Medium term	Provision of development ready industrial land in Colac East	
Identify opportunities for the development of 4+ star accommodation in Colac and Apollo Bay.	Lead	Short term Ongoing	Opportunity identified and collaboration with developers commenced	

Economic Development Strategy	Council's Role	Timeframe	Evaluation Measure	Status/Comments
Business Facilitation and Investment				
Continue to develop relationships with existing businesses and relevant industry bodies (eg: Chamber of Commerce and Industry) to ensure new and expanded opportunities are developed and implemented to consolidate local business operations and increase their market share.	Lead	Ongoing	Comprehensive database of local businesses and key stakeholders maintained. Attendance / participation at local business and industry events.	
Progressively implement place making initiatives for Colac identified in Council strategies.	Lead	Ongoing	Implementation of place making initiatives identified in Council strategies	
Advocate for the Great Ocean Road Authority head office to be located in Apollo Bay.	Advocate	Short Term Ongoing	Decision made in relation to the location of the Great Ocean Road Authority's head office. Ensure implementation of the recommendations of the taskforce	
Investigate opportunities and effectiveness of incentives to attract businesses into the region	Lead	Short to medium term	List of potential incentives options developed and assessed.	
Investigate industry and commercial service and product gaps to help reduce regional leakage and promote economic containment.	Lead	Short to medium term	Development of a list of identified services and produce product gaps and an implementation plan developed to attract these services and products to the Shire.	
Promote the 'Localised' business to business platform across the Shire.	Lead	Ongoing	The number of platform users across the Shire. Increased level of use by local businesses.	
Advocate for Government departments or agencies to be located in the Shire as part of the decentralisation of Government.	Advocate	Ongoing	Decision made in relation to the location of decentralised Government departments or agencies	

Economic Development Strategy	Council's Role	Timeframe	Evaluation Measure	Status/Comments
Workforce Skills Sector				
Expand employment skills development activities in partnership with GROW	Partner	Short term	Skills development activities Delivered. The number of participants in skills development activities.	
Initiate annual meeting with local industry representatives and the Colac Trade Training Centre to ensure local skills gaps are aligned with training courses provided at the Colac Trade Training Centre.	Lead/Partner	Short term	Annual meeting with local industry representatives and the Colac Trade training Centre.	
Investigate the feasibility of a "Jobs Expo Program" in Colac.	Lead	Long term	Jobs Expo program developed and delivered.	

Enabling Infrastructure				
Advocate for increased commuter rail services and between Colac and Geelong, and Colac and Warrnambool, enabling infrastructure to support this.	Advocate	Ongoing	Action being taken to improve services by relevant agencies.	
Investigate the long term viability for the future development of an intermodal freight facility.	Partner	Medium term	Completion of a feasibility study to explore the viability of Intermodal facility.	
Progressively implement place making such as streetscape improvements identified in Council strategies.	Lead	Ongoing	The number of place making initiatives implemented	
Investigate existing and future opportunities for economic development associated with public assets (eg: Lake Colac, Forest Mountain Bike Strategy, COPACC and other Council and State Government assets).	Lead	Medium term Ongoing	Completion of investigation/ assessment of opportunities associated with public assets	
Identify enabling infrastructure for key sites/assets in Colac Otway Shire and funding requirements to ensure existing and future economic development opportunities can be realised.	Lead/Advocate	Medium term Ongoing	Identification of key sites/ assets that require enabling infrastructure	
Undertake a study on the railway and public transport service requirements of Colac Otway Shire residents and businesses, and ensure these requirements are highlighted with relevant State Government bodies.	Partner	Medium term Ongoing	Completion of study	
Implement first stage of Great Ocean Walk construction from Skenes Creek to Wild Dog Creek, and participate in feasibility	Lead	Short to medium term	Completion of first stage construction. Feasibility Study	

Economic Development Strategy	Council's Role	Timeframe	Evaluation Measure	Status/Comments
study for Surf Coast to Skenes Creek leg.	Lead/Collaborate		for Surf Coast to Skenes Creek section of Great Ocean Walk trail is complete.	
Investigate the feasibility of recycled water for agriculture from Birregurra to service the district	Partner with Surf Coast Shire and Barwon Water	Medium term	Feasibility explored for recycled water for agriculture.	

Agriculture, Forestry and Fishing				
Facilitate awareness of existing networks for young people in agriculture, and women in agriculture networks.	Lead	Short term	Number of activities delivered to facilitate awareness of existing networks to young people in agriculture. Number of participants in activities delivered.	
Facilitate connections between regional stakeholders in the agricultural sector that could lead to more intensive cropping, efficient or ancillary farming methods.	Partner	Medium term	Connections facilitated	
Facilitate a joint investigation with other relevant Government departments and agencies into the possible expansion of the Livestock, Grains and Other Agriculture Sector through greater efficiencies and activities such as intensive agriculture practices to reduce the importation of goods and services in this sector.	Partner	Long term	Investigation completed and opportunities identified	
Facilitate investment in the Port of Apollo Bay to improve its functioning for the fishing industry.	Lead	Short to medium term	Investment obtained for capital improvements to the Port.	

Economic Development Strategy	Council's Role	Timeframe	Evaluation Measure	Status/Comments
Construction				
Investigate supply chain opportunities in the Construction sector for local investment to reduce the importation of goods and services.	Partner	Short term Ongoing	External Investment attracted in the construction sector supply chain	
Review procurement policy and opportunities for Council to support local construction sector for Council led capital works projects.	Lead	Short term Ongoing	Supply of local construction jobs for Council	
Energy				
Facilitate investment in renewable energy options.	Partner	Ongoing	Renewable energy option identified	
Investigate opportunities to leverage or replicate Barwon Water WEB project for local renewable energy projects	Lead/Partner	Short to medium term	Renewable energy option identified	
Manufacturing and Food				
Identify opportunities to attract visitors to Colac to stay longer – retail outlet for local produce etc.	Lead	July 2019	“Produce Hub” type centre developed or under development	
Support expansion and development of Colac Otway Shire’s dairy and meat product industries so they lift their level in regional supply chains, resulting in greater opportunities in the value-add area.	Partner/Advocate	Medium term	Investigation of value add benefits and identification of opportunities	
Health Care and Social Assistance				
Collaborate for the development of a Civic and Health Precinct Plan in Colac.	Partner	Short term	Health and Wellbeing Precinct Plan developed	
Investigate Council’s role in the provision of health services in advance of the full implementation of NDIS and MyAged Care to ensure the ongoing local provision of services.	Lead/Partner	Short term	Report to clarify Council’s role in the provision of health services in the municipality	
Collaborate with Otway Health to prepare a precinct plan for the Otway Health facilities in Apollo Bay as part of the Apollo Bay Community Infrastructure Plan	Partner	Short term	Apollo Bay Integrated Infrastructure Plan	

Economic Development Strategy	Council's Role	Timeframe	Evaluation Measure	Status/Comments
Retail and Services				
Focus investment attraction activities to target retail businesses, to improve the existing shopping experience in Colac.	Lead	Short term Ongoing	Retail business investment achieved.	
Continued implementing of the Colac CBD and Entrances project.	Lead	Long term	Number of elements of the project commenced or completed	
Tourism				
Undertake buildings and works to facilitate the re-development of the Apollo Bay Harbour Precinct.	Lead	Short term	Delivery of first stage of redevelopment of the Apollo Bay Harbour	
Identify funding opportunities for funding of the Forrest Mountain Bike Strategic Plan.	Lead	Short term	Funding sourced to implement the Forrest Mountain Bike Strategic Plan	
Develop a Destination Action Plan for Colac.	Lead	Short term	Colac Destination Action plan developed	
Implement the actions of the COS Tourism Parking and Traffic Strategy.	Lead	Medium term	Actions implemented from the Implement the actions of the COS Tourism Parking and Traffic Strategy	
Collaborate with the Fisherman's Co-operative and Seafood Industry Victoria on future activities involving Apollo Bay Harbour. Investigate the development of a local fresh food seafood node to attract tourists, including promoting local seafood in Apollo Bay restaurants and opportunities for visitors to learn about the local seafood industry	Partner	Medium term	The number of opportunities identified, implemented or decisions made to progress or not progress the activity. Identified activities developed.	
Investigate visitor servicing through the Visitor Information Centres which will the provision of better service to visitors	Lead	Medium term	The provision of alternative services to visitors	
Investigate the potential development of low cost accommodation opportunities for workers on the coastal strip.	Lead	Medium term	Opportunity identified	
Investigate bus parking options in Colac to capitalise on the tourist numbers travelling through Colac.	Lead	Long term	Bus parking option identified in Colac	

Economic Development Strategy	Council's Role	Timeframe	Evaluation Measure	Status/Comments
Implement Stage 2 of the Colac CBD and Entrances Project for Colac	Lead/Collaborate	Medium term	Delivery of Stage 2 of the Colac and CBD Entrances upgrades.	
Prepare community-led plans for the Shire's small towns to identify tourism and local economic development opportunities	Lead	Medium term	Completion of community-led plans for the Shire's small towns.	
Implement the actions relevant to the Shire resulting from the Great Ocean Road Regional Tourism Workforce Development Study	Partner	Medium term	Number of activities undertaken Number of new jobs filled	

Culture and Cultural Landscape				
Implement the Colac Otway Shire Arts and Culture Strategy (2018).	Lead	Ongoing	As identified in Strategy	
Prepare a Cultural Heritage Management Strategy to identify ways to protect and celebrate Aboriginal Cultural Heritage.	Lead	Short to Medium term	Preparation of a Cultural Heritage Management Strategy	

Events				
Encourage "waste free" events – research "waste wise" policy for events.	Lead	Short term	Waste free initiatives introduced at regional events	
Develop a check list to support event organisers.	Lead	Short term	Check list developed	
Investigate the use of on line event application/permit forms.	Lead	Short term	Implementation of online forms for events	
Provide training for event organisers in the use of the events and waste trailers.	Lead	Short term	Training provided	
Facilitate the development /attraction of new events to the region.	Lead	Short term Ongoing	New events delivered in the region	
Investigate the re-use of application forms from previous years events – with appropriate changes to ease paperwork burden for organisers.	Lead	Medium term	Event forms able to be reused with appropriate changes	
Investigate opportunities for economic benefit surveying of events (Remplan).	Lead	Medium term	Events able to be surveyed and economic benefit analysed	

Colac Economic Development Strategy Submissions Register

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Submitter	Submission details	Response - Submission 1
Submission 1	Congratulations on great strategy and please capitalise T and C or O in traditional custodians or owners.	Changed: Changes made to document using capital "T" "C" and "O" where written.

Submitter	Submission details	Response - Submission 2
Submission 2	<ol style="list-style-type: none"> 1. Advocate for daily Vline services from Geelong to Warrnambool along the GOR. Regular public transport would take a lot of the buses off the road, potential to create new business and employment opportunities and have the ability to solve congestion issues (Pg. 20). 2. Add GORRT Workforce Development Study (Pg18). 3. Add Forrest MTB Strategy to the examples in action list to investigate funding opportunities (pg. 16 & 20). 4. Visitor servicing action should read 'investigate visitor servicing opportunities. (The word visitor is overused in this area.) 5. Page 7 -In terms of the role of Council, it would be good to state here that Economic Development is a key component of 3 of the 7 objectives of a Council as per the Local Government Act 1989. These being: <ul style="list-style-type: none"> (i) To promote the social, economic and environmental viability and sustainability of the municipal district; (ii) To improve the overall quality of life of people in the local community; (iii) To promote appropriate business and employment opportunities. 6. Advocate for the Great Ocean Road Authority to be based in Apollo Bay. 	<ol style="list-style-type: none"> 1. Noted: A study of rail and public transport services has been included in the "Enabling Infrastructure Actions" section of the Strategy. Hop-on Hop-off tickets will be included in this study. No Change 2. Changed: Action added in Tourism Actions: "Implement actions resulting from Great Ocean Road Regional Tourism Workforce Development Study." Council Role - partner Evaluation: (i) number of activities undertaken (ii) no of new jobs filled. 3. Changed: Added to the 4th Action in the "Enabling Infrastructure Actions" section, add Forrest Mountain Bike Strategy to examples of Lake Colac and COPACC. 4. Noted: Comment noted and no change made. No Change. 5. Changed: Comment has been included. 6. Changed: Action has been added in the "Business Facilitation and Investment Attraction" section.

Submitter	Submission details	Response - Submission 2
	<p>7. Advocate for the decentralisation of government agencies to be re-established within the Shire.</p> <p>8. In the “Business Facilitation and Investment Attraction” Actions:</p> <p>(i) Prepare investment prospectus to encourage investment which would include available sites for commercial, industrial and retail.</p> <p>(ii) Build a brand that will attract new investment and innovative projects.</p> <p>9. Possibly need further mention of the need for housing – both residential housing development and affordable housing to accommodate workers.</p> <p>10. Consider including implementation of the Tourism and Parking Study in the “Enabling Infrastructure” Actions.</p> <p>11. “Construction” Actions – similar to what we’re hoping to achieve with “Localised”, could we include an action on trying to get more local contractors involved in State Government work?</p> <p>12. “Retail and Services” Actions (or possibly under Enabling Infrastructure section) – include continued implementation of the Colac CBD and Entrances project.</p> <p>13. I think it would be good to have all actions collated together. This might be better to do as an “Implementation Plan”, which is similar to what was done with the Arts and Culture Strategy.</p>	<p>7. Changed: Advocate for the decentralisation of government agencies to be re-established within the Shire – action has been added into the “Business Facilitation and Investment Attraction” section.</p> <p>8.</p> <p>(i) Changed: Action added into the “Business Facilitation and Investment Attraction” section.</p> <p>(ii) Noted: Build a brand that will attract new investment and innovative projects. No Change</p> <p>9. Noted: A key issue for Colac Otway Shire, which is highlighted in the Colac Economic Development, Commercial and Industrial Land Use Strategy and Colac 2050. No Change</p> <p>10. Noted: Study is referred to in the strategy. No Change</p> <p>11. Noted: Localised will provide opportunities for officers to promote local contractors in State Government work in the Shire. No Change</p> <p>12. Changed: Action has been included.</p> <p>13. Changed: A spreadsheet has been developed which collates all Actions and timelines and this will be used as an Implementation Plan.</p>

Submitter	Submission details	Response - Submission 2
	<p>14. There is an opportunity to investigate the use of recycled water around Birregurra.</p> <p>15. There is an opportunity to advocate for government departments/agencies to be located in the Shire as part of the decentralisation of Government.</p>	<p>14. Changed: Included in the enabling infrastructure action to investigate opportunity to use recycled water from Birregurra for agricultural purposes.</p> <p>15. Included action to advocate for decentralised Government departments or agencies to be located in the Shire.</p>

Submitter	Submission details	Response - Submission 3
<p>Submission 3</p>	<p>1. Reads as very Colac centric - though this is probably inadvertent as things have been lifted from Colac plans.</p> <p>Pg 15/16 needs reviewing. Not satisfactory that actions and objectives refer to Colac when it is a shire wide strategy. Review throughout as there are many references to Colac which should be the Shire. Top of page 29 a glaring example.</p> <p>Tourism section:</p> <p>2. Needs to include Advocate and build the Apollo Bay Skenes Creek Trail and work to deliver economic benefits of cycle walking link from Skenes Creek to Marengo.</p> <p>Also advocate and contribute strongly to feasibility studies of Skenes Creek - Surfcoast walk links.</p> <p>3. Continue to develop 'soft adventure' tourism opportunities suitable for young families, elderly and those less able - such as strongly advocating reopening Marriners Falls walk attraction.</p> <p>4. Advocate for location of GOR Authority at the centre of the GOR in Apollo Bay. This would deliver significant economic benefit to the township, and increase the diversity of local careers for the town's younger residents.</p>	<p>1. Changed: Several Actions from other relevant plans and strategies (some are Colac Specific strategies) have been included in the actions for this strategy. These actions have been deleted from the Economic Development Strategy as it is not the role of this strategy to repeat these actions but deliver them in parallel to the Economic Development Strategy. Instead those relevant plans and strategies have just been referenced in this document.</p> <p>Page 15/16 actions from other relevant plans and strategies have been removed (2;3;4;5;6;7;9) as stated above.....some other actions and evaluations have been altered.</p> <p>Noted: Item at the top of Page 29 is a Colac specific action....No Change</p> <p>2. Changed: A new Action has been included in the "Enabling Infrastructure Actions" to cover the construction of the Skenes Creek to Apollo Bay Discovery Trail and the feasibility study to join Surf Coast Walk to Skenes Creek following the funding announcement.</p> <p>3. Noted: Parks Victoria has again advised that reopening Marriners Falls however is not an option. Implementation of "The Growing Adventure Tourism in the Barwon South West Region" Strategy will assist with the promotion of soft adventure tourism. No Change</p> <p>4. Changed: The previous action to advocate for the Great Ocean Road Authority has been deleted and replaced by an Action to Advocate for the Head Office to be located in Apollo Bay in the Business Facilitation and Investment Attraction section.</p>

Submitter	Submission details	Response - Submission 3
	<p>5. Investigate (with VLine) potential for promoting/developing hop on-hop off bus ticket and service along the GOR. Would need increased frequency from Apollo Bay through to Warrnambool but great potential to offer a week or three day ticket allowing hop on hop off. Currently seeing GOR via public transport is not promoted and not very practical.</p> <p>6. Also odd that very little if any mention of new economy - Airbnb, uber, uber eats etc. and the opportunities/threats to existing businesses and development. Airbnb and the like already have a huge impact on growth and competition in the tourist sector within the Shire.</p> <p>7. In the actions to promote affordable accommodation for workers in Apollo Bay suggest that Council works with OCC to get the overflow area at the Rec Reserve opened again. In most holiday towns there is an area of campsite which caters for seasonal workers/backpackers. In summer at the moment there are generally 15 or so vans that live in the Shire and OCC carparks as there is no overflow/long term camping options in town. Lost revenue for OCC, poor facilities for seasonal tourist workers, not great hygiene in the car parks.</p>	<p>5. Noted: A study of rail and public transport services has been included in the "Enabling Infrastructure Actions" section of the Strategy. Hop-on Hop-off tickets will be included in this study. No Change</p> <p>6. Noted: Airbnb, uber and uber eats are not regulated by Council, however steps are being taken to look into the rates system that applies to Airbnb properties. No Change</p> <p>7. Noted: Council in partnership with OCC is seeking funding to prepare a Master Plan for the reserve which could include this concept. No Change</p>

Submitter	Submission Details	Response - Submission 4
<p>Submission 4</p>	<p>Overall/Introductory Comments: The draft contains a significant amount of strategic planning 'inputs' which shows the effort invested in providing a comprehensive document. However, in its final drafting phase the document needs to be streamlined. Good photos.</p> <p>Specific feedback Opening section:</p> <ol style="list-style-type: none"> 1. A note from the Mayor - should there also be one from the CEO? 2. Include a glossary of terms/acronyms 3. Lacking a short context section upfront to set the scene and justification for the actions that follow. This context is covered in Part B but it is after the Action Table and is detailed. 4. Option to have Economic Snapshot on page3 reworked to be within a new upfront section that is an Executive Summary. This type of summary could also form the basis for a community style 4-6 page abridged version. 5. Strategy is designed around presenting commitments aligned to sectors (six) - check the consistency across the document for the key sector descriptors across various sections to improve the flow: Economic Snapshot, Process, Priority Sectors etc. Look at how Swan Hill cuts their actions for a location. <p>Part A - Introduction</p> <ol style="list-style-type: none"> 1. Needs to include the strategy's timeframe and highlight the alignment to the Council Plan and budget process. How does the strategy align with the Council 4 year cycle and budget process? 	<p>Overall/Introductory Comments: Noted: Overall introductory comments noted. No Change</p> <p>Specific feedback Opening section:</p> <ol style="list-style-type: none"> 1. Noted:.....No Change 2. Noted: No Change 3. Noted: believe context is set already ..No Change 4. Noted: No Change 5. Noted: No Change <p>Part A - Introduction</p> <ol style="list-style-type: none"> 1. Changed: Part A: strategy timeframe now included 2018 - 2024 - this now aligns with Council 4 year cycle and budget process

Submitter	Submission Details	Response - Submission 4
	<p>2. Needs to stipulate target audience - given the length of the document and the level of detail it seems more of an internal document and one for the key collaborative stakeholders.</p> <p>3. Needs to acknowledge previous strategies (if any).</p> <p>4. See Corangamite's 'Current situation' and Considerations...sections as an example. Swan Hill 'Economic context'. Rather than lose the detail in Part B, that could be moved out to form an Analysis/technical style of companion document for these requiring the detail to reference if they need.</p> <p>5. As well as Council role, present stakeholders here rather than later in the doc. This then sets the scene for the stakeholders listed for particular actions.</p> <p>6. Page 6 - Process: a stronger visual outlining the process and timeline could be beneficial; suggest shifting SWOT analysis to page 6 "Process" section. Needs to include a cross - reference to Appendices.</p> <p>7. Page 7 - Vision: recommend language that is more committed and generally used in other vision statements "is" instead of "will".</p> <p>8. Page 8 - Strategic Alignment - to reduce the amount of text we suggest a diagram that shows the nest of strategic documents with a brief strategic pitch or focus.</p> <p>Strategic Framework and Principles</p> <p>1. Page 11 - call Strategic Framework? - improve diagram to introduce sectors and the structure of the rest of the strategy document.</p>	<p>2. Noted: The target audience includes: local business operators, business stakeholders, State and Federal Government agencies...No Change</p> <p>3. Changed: acknowledge previous/relevant strategies - list included as an Appendix in Part B</p> <p>4. Noted:No Change</p> <p>5. Noted: the flow of the Economic Development Strategy is satisfactory with stakeholders listed later in the document.... No Change</p> <p>6. Noted: Page 6 – Visual remains unchanged – SWOT has remained in the Part B of the document consistent with earlier feedback No Change</p> <p>7. Changed: Page 7 – Vision changed to - Colac Otway Shire is a vibrant economy etc.....</p> <p>8. Changed: Page 8: Strategic Alignment- wording changed and Plans and Strategies referenced now listed in dot point form.</p> <p>Strategic Framework and Principles</p> <p>1. Noted: No Change</p>

Submitter	Submission Details	Response - Submission 4
	<p>2. The actions are aligned to each sector but should there also be a town 'cut' of the priorities. This may make it more accessible to some members of the community i.e. where is my town headed?</p> <p>Action tables:</p> <ol style="list-style-type: none"> 1. Overall comment: There are 60+ actions - a number of which are quite open ended. It is suggested that some discipline is exercised in the finalisation actions to make them more specific, action oriented and time based overlayed with a realistic assessment of Council's capacity to deliver. Some actions might be able to be synthesised into a program or project. 2. Check that every stakeholder mentioned has reviewed the action and agrees with it. Is the 'initiating body' column required? Can it be assumed that council initiates all? Other column heading: Lead column, and Support column; Key Partners column and Key Stakeholders column. 3. Consider cross referencing initiatives that feature in more than one sector eg. Economic Development ops associated with public assets feature in Business Facilitation (page 16) and enabling infrastructure (page 20). 4. Page 16 - Advocate for development of GOR Authority - does this need to be updated? E.g. Involvement in GOR Action Plan Implementation. 5. Page 17 - Is Workforce and Skills a more appropriate title rather than Education & Training given that is a key issue for the municipality across all sectors and is listed as the top weakness in the SWOT analysis. 	<p>2. Noted: actions aligned to sectors - No Change</p> <p>Action tables:</p> <ol style="list-style-type: none"> 1. Changed: several actions and measures have been changed to be more precise, and some others removed completely: eg: 6 actions on Pages 15/16 have been removed. These actions are captured in other Strategies. 2. Changed: The Initiating Body column has been removed from Actions list, negating the need for comprehensive list of associated agencies. 3. Changed: Page 16 comments regarding Economic development opportunities associated with public assets - has been removed as duplicated later in the document. 4. Changed: Page 16 - advocate for the Great Ocean Road Authority has been updated/changed to reflect new circumstances, advocating now for their Head Office to be located in Apollo Bay. 5. Changed: Page 17 : Education and Training heading has been changed to read "Workforce and Skills"

Submitter	Submission Details	Response - Submission 4
	<p>6. Page 34 - Retail Actions - is there an opportunity/incentive that can be offered to existing businesses to improve their facades to add to visual appeal? Corangamite Shire example?</p> <p>7. Page 20 - Enabling Infrastructure - suggest consideration of including reference to digital, energy and water services infrastructure requirements/constraints and support actions as enabler for economic growth. Also under this section consider the inclusion of 'Enabling Policy" to ensure significant land use and strategic economic development policy planning are included to support economic growth. Should Apollo Bay Harbour feature here also?</p> <p>8. Page 22 - Agriculture - are the Colac Saleyards iconic? Dependant on target audience.</p> <p>9. Page 37 - 'The Conservation Ecology Centre's' proposed Wildlife Wonders attraction in Marengo is one such facility that works with the natural features of the region, that will provide memorable experience and entice visitors to stay longer in the area. This directly ties into the need for quality accommodation in the whole shire (not just Colac) which is listed as an opportunity but not an action (pgs. 40 and 42).</p> <p>10. Page 38 - Re: Apollo Bay 'The added tourist visitation would create accommodation demand for between 120 and 390 rooms in the area': note that the Apollo Bay Resort, in its current form would provide 180 hotel rooms and 82 villas. This would immediately meet the figure (demand) of between 120 and 390 as quoted in the strategy and be a quick win for COS.</p>	<p>6. Noted: Page 34 - Building Facade Grant program is currently operational - No Change</p> <p>7. Noted: Page 20 - Enabling infrastructure - Colac 2050 Growth Plan covers this - No Change</p> <p>8. Noted: No Change</p> <p>9. Noted: Quality accommodation needs have been addressed in the Strategy and the Council Plan..... No Change</p> <p>10. Noted: The Apollo Bay Resort has not been supported by the Minister's Office. The Council Plan has an action to seek investment in high end accommodation in Apollo Bay and Colac - No Change</p>

Submitter	Submission Details	Response - Submission 4
	<p>11. Page 39 - Re Forrest: This project will provide solution options to the existing wastewater issues in the township and support future business expansion: Could mention new tourism business ventures in Forrest in 2018/19 including Platypi Chocolates and the respective Forrest Brewing Company relocation (a significant project for Forrest including 10 duplex accommodation i.e. 20 rooms). This shows that the town is changing.</p> <p>12. Page 43 - 'Identify opportunities for the development of 4+ star accommodation in Colac': and Apollo Bay.</p> <p>13. Page 40 - Tourism speaks of the opportunity for Colac to be a tourist town, suggest that the focus for the strategy aligns with the principles of competitive advantage and that Colac plays its role in the Visitor Economy as a service centre for the majority of the visitors who are pulling in on their way to somewhere.</p> <p>14. Page 42 - RDV would like to know more about Destination Action Plan and Community Led township plans as there could be a suitable funding source.</p> <p>15. Page 43 - Promotion of Regional Assets... GORRT would be in a supporting role</p> <p>16. Page 43 - 'Investigate options for sense of arrival'. Project needs to be broadened beyond signage and needs to explore options for disguising industrial estate town entry.</p>	<p>11. Changed: Page 38/39: comments added regarding this project supporting a solution to the wastewater issue in Forrest. Also include some comment about new tourist ventures in Forrest including Platypi Chocolate and the proposed relocation and expansion of Forrest Brewing.</p> <p>12. Changed: Page 43- Action regarding identifying opportunities of the development of 4+ star accommodation in Colac - added Apollo Bay to the Action.</p> <p>13. Changed: Colac and Northern Shire - Page 40 - first paragraph added comments regarding Colac identifying itself as a tourist town as its location puts in the centre of tourist travels - traders can take advantage of this.</p> <p>14. Noted: page 42 - Destination Action Plans - will be discussed with RDV - No Change</p> <p>15. Noted: No Change</p> <p>16. Noted: The revitalised Colac CBD and Entrances Plan address this issue - No Change</p>

Submitter	Submission Details	Response - Submission 4
	<p>Part B: See above comments on presenting Context info early in the document and consideration of moving the detailed analysis into a separate 'companion' document to reduce the size of the strategy.</p> <ol style="list-style-type: none"> 1. As discussed for Intro above - page 56 - Strategic Partners need to include State Government, Commonwealth Government needs to go early in the doc, perhaps after role of local government. 	<p>Part B:</p> <ol style="list-style-type: none"> 1. Changed: Page 56 - Strategic Partners - State Government and Federal Government have been included - Strategic Partners are now included in Part A following Strategic Alignment (Page 9) in dot point only.

Submitter	Submission details	Response - Submission 5
Submission 5	<p>Background (Part B):</p> <ol style="list-style-type: none"> 1. While Colac provides important retail, health and services centre for coastal communities, an unknown but significant number prefer Geelong. It would be good to better understand the reasons for this, and to fill any real or perceived gaps in Colac and Apollo Bay quality and breadth of services that are attracting some residents to Geelong. 2. A missing strategic partner is the Otway Coast Committee/Great Ocean Road Authority? These bodies are/will be largely responsible for servicing the coastal tourist economy, the quality of the tourism experience, and for providing sports and recreation services in small coastal communities. Along the coast they control more than 90% of the public land available for community uses. 3. The aggregated Colac Otway Economic Profile may mislead as there is a much different economic profile in the coastal community compared to the economic profile of Colac and surrounding rural communities. It would make for more informed decision making if this information was disaggregated accordingly. For example, there is no mention of the very high level of absentee landholders along the coast, or the shortage of long-term rental accommodation for those wanting to settle along the coast. Both contribute to a heavy burden on the shoulders of a few community members, and may undermine the long-term viability of schools, sports clubs, events, and some retail and health services. Perhaps a monitoring and evaluation action could be to collect disaggregated data to improve decision making. 	<p>Background (Part B)</p> <ol style="list-style-type: none"> 1. Noted:No Change 2. Changed: Otway Coast Committee and great Ocean Road Authority added to Strategic partners list 3. Noted:No Change

Submitter	Submission details	Response - Submission 5
	<p>Main Report (Part A)</p> <ol style="list-style-type: none"> 1. Role of Council Generally I feel COS has been too passive in the past in the provision of enabling infrastructure for coastal communities, but acknowledge this has improved of late. 2. Principles Suggest this could be enhanced and balanced by addition of something like "Advocate for, and contribute to, enabling infrastructure (whether state, council or private sector)" to more fully cover the local government economic development roles expected by the Auditor-General. 3. Business Facilitation Row 8 - Advocate for the Great Ocean Rd Authority is now redundant. Recommend replace by "Advocate for location of the GORA Head Office in Apollo Bay" and offer use of COS Nelson St site. 4. Row 9 - Suggest row commencing "Investigate existing ... opportunities ..." should mention the Apollo Bay Harbour? 5. Enabling Infrastructure Suggest include advocacy for more reliable power supply along the coast. 6. Recommend inclusion of continued support for the Apollo Bay to Skenes Creek Trail, and a longer connection through to Lorne. 	<p>Main Report (Part A)</p> <ol style="list-style-type: none"> 1. Noted: Role of Council... No Change 2. Noted: Enabling infrastructure is referenced in the Economic Development Strategy and 8 actions have been identified under this category.No Change 3. Business Facilitation Changed: Now reads "Advocate for location of the GORA Head Office in Apollo Bay" and offer use of COS Nelson St site. 4. Noted:No Change 5. Enabling Infrastructure Noted: "Energy" has been identified in the Strategy as a priority and 2 actions have been added under this category.....No Change 6. Change: Apollo Bay - Skenes Creek Discovery trail - a new Action has been included in the "Enabling Infrastructure Actions" to cover the construction of the Skenes Creek to Apollo Bay Discovery Trail and the feasibility study to join Surf Coast Walk to Skenes Creek following the funding announced.

Submitter	Submission details	Response - Submission 5
	<p>7. Manufacturing & Food Suggest include development of local fresh seafood node to attract tourists, including promotion of local seafood in Apollo Bay restaurants and opportunities for visitors to learn about the local seafood industry.</p> <p>8. Health Care & Social Assistance Suggest include identify opportunities for low cost housing along the coast, especially for low-income families Public transport? Convenient Apollo Bay to Colac services.</p> <p>9. Tourism This seems to be missing an objective to “slow down” visitors, i.e. provide attractions, infrastructures, etc. to entice visitors to stay another night Public transport? “hop on/hop off” opportunities along the coast for convenient overnight stays between Geelong and Warrnambool.</p> <p>10. Culture Would like to see an action to promote public art by local artists, e.g. similar to the bollards and sculptures along the foreshore in Geelong.</p>	<p>7. Changed: Manufacturing & Food Collaboration with the Seafood Industry Victoria is included in the Actions. Current Action in the Tourism Actions has been extended to include the concept of a seafood node and promotion of local seafood in Apollo Bay.</p> <p>8. Noted: Health Care & Social Assistance An action has been included to investigate low cost housing on the Coastal strip..... No Change</p> <p>9. Tourism Noted: Economic Development officers will be undertaking a service review of Visitor Information Centres and part of that review will look at the VLine tickets selling system within the VICs and the discussion of hop on hop off tickets will be discussed during that review..... No Change</p> <p>10. Culture Noted: This is included in the Council’s “Arts and Culture Strategy” No Change</p>

Submitter	Submission details	Response - Submission 5
	<p>11. Events I feel major events are disruptive for coastal communities. They may be a boom for select local traders, but generally impose a burden on residents and visitors through road closures, litter, lack of parking, etc., They also distract scarce volunteer resources from other less exciting but probably more important community needs. The volunteer resources are scarce due to the high number of absentee landowners. The limited volunteer base has contributed to some events being discontinued due to volunteer burnout and high levels of stress (e.g. local infighting). I also feel those who directly benefit from events should more directly contribute to the funding of the events e.g. coastal hotels should provide greater monetary sponsorship.</p> <p>12. Perhaps I am over sensitive to this, but I feel the Strategy reads very Colac-centric. This leaning could be easily adjusted by addition of a few more coastal references and examples.</p>	<p>11. Events Noted: Major events do contribute economically to the region through direct benefit (cash spent) as well as repeat visitation..... No Change</p> <p>12. Changed: Several Actions from other Strategies and plans which were included in this document have been removed because of duplication. These strategies were Colac specific (eg Colac 2050 Growth Plan).</p>

Submitter	Submission details	Response - Submission 6
Submission 6	<p>Part A INTRODUCTION pg. 5 - How Council will support economic development</p> <ol style="list-style-type: none"> 1. Please consider a change in use of language throughout the Strategy. I think the document should be used to drive and enable economic development, not simply stand alongside in a supporting role. 2. Why has Tourism been dropped from the title of this DRAFT Strategic document, given the weighing of tourism in the document? Is the industry focus balanced enough? Should focus, weight, resource allocation and actions be matched to the value of the Industry Sector? I.e. Manufacturing vs Health? Or no. of representative jobs, or potential for growth, based on representative growth and / or industry growth trends. What weight do you give to Tourism as a mechanism for population change, where is this illustrated in the actions. <p>PROCESS</p> <ol style="list-style-type: none"> 1. Please consider an Appendix listing relevant industry reports. 2. Stakeholder engagement Attendance numbers and contribution at the Workshop I attended (Food & Fibre) was poor x5 people and one left early. I think this has resulted in an unbalanced set of Actions. Survey response appears better. 	<p>Part A INTRODUCTION</p> <ol style="list-style-type: none"> 1. Noted: This Strategy articulates Council's role in leading and supporting economic development. No Change. 2. Noted: Tourism - the word Tourism has not been included in the document title which is "Economic Development Strategy" because Tourism is an element of Economic Development, as is Manufacturing, Agriculture etc. Allocating resources is a difficult matter - Council has a dedicated Tourism Development Officer. Some industry sectors do not require or rely on Council support or input as others eg: Agriculture and construction do not seek Council support on a regular basis so the resource required is less than as for tourism. There is no deliberate allocation of any specific weighting to industry sectors with regard to population growth while we do understand the value of each sector to the regional economy..... No Change <p>PROCESS</p> <ol style="list-style-type: none"> 1. Changed: Page 6 – Appendix providing a list of reports used to research information/trends for the Strategy has been included in Part B of the document. 2. Noted: Page 6 comments noted regarding the small number of people who attended the food & fibre workshop. There have been some food related actions included in the Tourism Actions around seafood in Apollo Bay and also in the manufacturing section..... No change.

Submitter	Submission details	Response - Submission 6
	<p>VISION/ROLE OF COUNCIL</p> <ol style="list-style-type: none"> Pg. 7 - However, it is recognised that local governments play an important role to facilitate improved conditions for investment within their municipalities. How will these improved conditions be achieved in this plan? <p>STRATEGIC ALIGNMENT</p> <ol style="list-style-type: none"> Pg. 8 - The small towns and villages of the Otways, have greater potential than any other population or liveability campaign. This Strategy (Rural Living Strategy) needs urgent review, and should be considered as a key action and budget item for 2019. Council needs to consider how to support each of the villages within the Shire, not just Birregurra and Forrest. Beeac, Gellibrand, Beech Forrest & Lavers Hill all have great potential. <p>BUSINESS FACILITATION & ATTRACTION</p> <ol style="list-style-type: none"> Page 13 - Council is committed to implementing a "single point of contact" system in Council through the Economic Development Unit, to assist with business enquiries and investment. What does this mean in practise? Where is it in the Action list for Business Facilitation and Investment Attraction? <p>ACTIONS</p> <ol style="list-style-type: none"> Page 17 - Implement the "Localised" business to business platform. This has already been implemented. This should be amended to an action which measures up-take and use of "Localised" Page 15 - Regularly review Council's Economic Development Strategy and its alignment with investment and business attraction to the Colac Township. This is too Colac centric. 	<p>VISION/ROLE OF COUNCIL</p> <ol style="list-style-type: none"> Noted: They will be achieved by working in conjunction with other Council Departments in the development and delivery of their strategies such as the Planning Scheme, Environmental Plans etc..... No Change <p>STRATEGIC ALIGNMENT</p> <ol style="list-style-type: none"> Noted: Rural Living Strategy - (2011): comments noted and it will be discussed with the Planning Department regarding review of this Strategy. Internal discussion will be conducted regarding a possible review of the Strategy..... No Change. Changed: The small towns not included in comments, have been added. <p>BUSINESS FACILITATION AND INVESTMENT ATTRACTION</p> <ol style="list-style-type: none"> Noted: This is a process that is being implemented internally - no specific action in strategy required..... No Change. <p>ACTIONS</p> <ol style="list-style-type: none"> Changed: Page 17: - Implement the "Localised" business to business platform. Action added in Business Facilitation and Investment Attraction section. Changed: "regularly review Council's Economic development Strategy....." Action deleted as it is from the Colac Township Economic Development and Commercial and industrial Land Use Strategy 2017.

Submitter	Submission details	Response - Submission 6
	<p>RETAIL AND SERVICES ACTIONS</p> <ol style="list-style-type: none"> 1. Plan/invest in streetscape upgrades and place making initiatives in Apollo Bay to improve the amenity of the town. This is too Apollo Bay centric. <p>TOURISM OVERVIEW</p> <ol style="list-style-type: none"> 1. Page 15 - Progressively implement place making initiatives for Colac identified in Council strategies. This is too Colac centric 2. Page 16 - Advocate for the Development of a Great Ocean Road Authority. This was initiated by GORRT and supported by COS, this should change to advocating for the implementation of recommendations of the GOR Taskforce. 3. Improve "sense of arrival" for towns in the Shire. These have not been renewed since Joel Kimber was in the EDU before 2007. Place making actions should be combined into an overall project, with some priority given to major centres. Actions will need to be consistent with the recommendations for Streetscape / Parking plans from the Tourism Parking and Traffic Strategy. 4. Investigate opportunities and effectiveness of incentives to attract businesses into the region. Are you referring to existing incentive programs, if so which ones or do you mean you will propose incentive programs such as...? 5. Prepare and implement a promotional program that highlights Colac's liveability, attractions, community facilities and services. This sounds like a re-hash of the Colac Life My Way, population campaign? I would suggest a review of the previous campaign including cost of campaign and stats / downloads of the website before a new campaign is initiated. 	<p>RETAIL AND SERVICES ACTIONS</p> <ol style="list-style-type: none"> 1. Changed Action: Duplication from CBD and Entrances Project....Action deleted. <p>TOURISM OVERVIEW</p> <ol style="list-style-type: none"> 1. Changed: Action deleted as referenced elsewhere in the strategy. 2. Changed: Action now reads: <ol style="list-style-type: none"> (i) "Advocate for the Great Ocean Road Authority Head Office to be located in Apollo Bay". (ii) Ensure implementation of the recommendations of the Taskforce. 3. Changed: Tourism Overview: "Improve "sense of arrival for towns in the shire". Evaluation of Action in Tourism Actions Changed to include "Implement Stage 2 of the CBD and Entrances Master Plan for Colac". 4. Noted: Council does not offer financial incentives however would consider any available assistance on a case by case basis..... No Change. 5. Noted: Any previous campaigns would need to be evaluated to determine effectiveness. ... No Change

Submitter	Submission details	Response - Submission 6
	<p>6. Develop a marketing and promotion campaign aimed at attracting new and expanded levels of investment to Colac based on the competitive strengths of the Shire, bringing expansion to local and regional output and jobs. I would recommend a PR campaign on industry platforms & publications i.e. Broadsheet and/ or University and TAFE student publications to support workforce development, affordable living quality of life and jobs.</p> <p>MANUFACTURING & FOOD ACTIONS</p> <p>1. "Produce Hub" Concept. Although I have been a long term advocate for this type of project, it is not realistic or achievable for a single Shire. COS could waste a lot of time and money on this project, I don't see it as their role to progress this project. If this concept was to be progressed this should be a whole of region project, and led by a larger Stakeholder than COS. For example G21, Great South Coast Food & Fibre, or a component of the Visitor Servicing offering.</p> <p>TOURISM</p> <p>1. The coastal townships rely on the tourist spend and every effort should be made to facilitate investment into new products which will change this travel pattern and encourage tourists to stay in the region longer than one day. This should not be limited to coastal townships, and should also include inland routes and visitor gateways. How will every effort be made to facilitate investment into new products?</p> <p>ACTIONS</p> <p>1. Apollo Bay Harbour Precinct - Ongoing advocacy for funding belongs in an alternative industry action list. The \$12m City Deal funding secured the funds required for Visitor infrastructure.</p>	<p>6. Noted: Comments regarding style of campaign noted for future reference..... No Change</p> <p>MANUFACTURING & FOOD ACTIONS</p> <p>1. Noted: Comments noted. Council will continue to work on the project as it has significant support. All models will be considered and if the project needs to be expanded across Council areas this will be considered..... No Change</p> <p>TOURISM</p> <p>1. Noted: Tourism Actions include capitalising on opportunities in the seafood sector, mountain bikes in Forrest, Apollo Bay Harbour, nature based tourism etc. No Change</p> <p>ACTIONS</p> <p>1. Changed: Action now reads; "Undertake funding for the redevelopment of the "Apollo Bay Harbour Precinct" and the measure now reads "Delivery of the first stage of the redevelopment of the Apollo Bay Harbour Precinct".</p>

Submitter	Submission details	Response - Submission 6
	<p>2. Visitor Servicing Project: The lead agency is GOR Regional Tourism.</p> <p>3. Prepare a strategy which identifies strategic locations in the Shire for tourist accommodation and development. Is this a planning document, a land identification document, or just a list? How would it impact land owners, i.e. increase property valuation of compulsory acquisition Would elected representatives use this guide to development decisions?</p> <p>4. Prepare community-led plans for the Shire’s small towns to identify tourism and local economic development opportunities. Refer to comments re: Rural Living Strategy (2011) under Strategic Alignment. This needs to be Rural Living Strategies with an economic component for each small town.</p> <p>5. Promotion of regional assets both natural, built, and services. Is this the same as the other liveability and investment marketing campaign(s)? Are they Destination Action Plans? Who is the Collaborative Agency? Who is providing the budget & resources? If it has already commenced, why is it a long term action?</p> <p>EVENTS ACTIONS</p> <p>1. Facilitate the development / attraction of new events to the region. Develop a criteria for this, to avoid the challenges presented with the AGF</p> <p>APPENDIX</p> <p>1. Stakeholder Comments – Food and Fibre Sector. Details the health services comments, rather than the Food and Fibre. Please provide Food and Fibre sector workshop comments.</p>	<p>2. Changed: Page 42 - Visitor Servicing Project. Initiating Body column has been deleted throughout the Strategy.</p> <p>3. Changed: Would have been just a list as relative planning overlays require applications to be looked at individually in many areas across the Shire. Action has been removed.</p> <p>4. Changed: Action - “Prepare community-led plans for the Shire’s small towns to identify tourism and local economic development opportunities.” The measure for this Action has been changed to read “Completion of community led plans for the Shire’s small towns “.</p> <p>5. Changed: Action deleted. Destination Action Plans are developed in collaboration with GORRT. Regional destination marketing is largely taken care of by GORRT.</p> <p>EVENTS ACTION</p> <p>1. Noted: Action remains however comments noted regarding the development of criteria for potential events.... No Change</p> <p>APPENDIX</p> <p>1. Changed: Page 65 - Stakeholder Comments – Food and Fibre Sector. Stakeholders’ comments have been corrected.</p>

Submitter	Submission details	Response - Submission 6
	<p>GENERAL</p> <ol style="list-style-type: none"> 1. Image of Tiger Rail Trail. The mother no longer lives in Forrest and her daughter is now an adult, and the rail trail needs a new paint job! Submitter 6 - Please consider updating with an image that is representative of the current situation - population. 2. Define the dates for the entire document. Define time frames for short - medium - long term. Short term 6-12 months, Medium 12- 36 months, Long term more than 3 year. 3. Consider presenting a consolidated table actions, sorted by industry and time frame. This will illustrate <ul style="list-style-type: none"> • weigh & resource allocation for each industry sector • we should expect, and when for our relevant sector 4. The plan needs a much stronger focus on Skill Shortage vs Work Force Development. I know there is a reluctance to include references to Skills Shortages, but it is the #1 item impacting Economic Development, across all Sectors including COS. Advocate for migration policy and legislative changes to enable skilled migration, in the Short Term. 	<p>GENERAL</p> <ol style="list-style-type: none"> 1. Noted: It is felt that the photo appropriately depicts the trail with regard to enjoyment aspect of using the trail.....No Change. 2. Noted: Comments noted..... No Change 3. Changed: An Implementation Plan has been developed from the list of Actions, and has been developed in sectors as outlined in the Strategy. 4. Changed: A new Action has been added in the Tourism Actions list which reads "implement the actions resulting from the Great Ocean Road regional Tourism's Workforce Development Study. Warrnambool Council are currently leading the development of a "Designated Assisted Migration Area" (DAMA) and this will be added to the existing action.

Submitter	Submission details	Response – Submission 7
<p>Submission 7</p>	<p>This draft presents an improvement in the language used. The Council has succeeded in making the document commoners' friendly to a reasonable extent. The draft as presented lacks focus. It needs to be sharpened to provide clear actions over the life of the plan.</p> <p>The draft includes many vague actions that means nothing on the ground (e.g. page 47) Many of the listed actions are Colac and/or Apollo Bay focussed, rather than whole Shire balanced actions (resources-goals) e.g. page 15 - page 32. An action has predefined parameters and mode of execution clearly outlined. Please apply to all actions presented in the Draft. It will show how far from implementable actions are the ACTIONS listed in the Draft.</p> <ol style="list-style-type: none"> 1. Some of the measures outlined as controls of a particular action are extremely loose (e.g. page 17) This is supposed to be a document for the Council outlining "Actions" to be achieved by 2021. There are 65 "Actions". Many of these actions are simply a policy statement, rather than an ACTION measured in time-space-human resources-funds. An action is measurable not a vague statement. 2. The "Terms of Reference" document prepared by Council officers constitutes a milestone document in the process of constructing a Strategy. It needs to be revealed as part of the draft. These TORs are not required to be approved by the peoples' representatives (Councillors). So they are a pure bureaucratic design. Consultants producing these plan drafts quote their prices according to these TORs. Revealing the TORs will hold the answers to many questions. 	<ol style="list-style-type: none"> 1. Changed: <i>Actions and measures comments:</i> Changes have been made to the actions list, and some have been deleted from the document as they were actions carried over from other relevant existing plans and strategies. Some actions and measures have been reworded to provide a clearer statement for the action and a more defined measure. 2. Noted: <i>Comments regarding terms of reference are noted.</i> The TORs are drafted by Council officers who sit on the Project Control Group for this activity. The Strategy was developed and produced internally with an external consultant providing some expertise in the authoring and design of the document. No Change

Submitter	Submission details	Response – Submission 7
	<p>Some Specific examples that need clarification:</p> <p>3. Research included analysis of key policies and macroeconomic trends. Data was collected from activities and reports developed in recent years. Which key policies have been analysed? Please list macro-economic trends analysed to form the basis for the plan. Please list the data collected from activities. Please list the reports forming the basis of the strategy.</p> <p>4. Rural Living Strategy (2011) - The small towns and villages of the Otways, have greater potential than any other population or liveability campaign. This Strategy should be revised and updated. It should be a priority in the 2019-2020 Council budget. Attention should be paid to proper community consultations and balanced surveys. Small towns and villages master plans need to be considered in a prioritised economic development strategic perspectives and timelines over the life of the economic plan to guarantee a holistic approach to the Shire.</p> <p>5. Investigate opportunities and effectiveness of incentives to attract businesses into the region. The measure of the achievement of this action is as bureaucratic as it can get; totally meaningless and unmeasurable "Completion of an investigation into the effectiveness of incentives"</p> <p>6. Prepare a strategy which identifies strategic locations in the Shire for tourist accommodation and development. This is supposed to be an ACTION. It raises so many questions rather than present a practical implementation of the Economic Development Strategy.</p>	<p>3. Changed: An Appendix of relevant Strategies, Reports and Plans, which have been used as reference material in the Economic Development Strategy, has been attached in Part B of the document.</p> <p>4. Noted: Discussion will be held internally regarding the need for a review of this Strategy, The Rural Living Strategy (2011). Community consultation is an agreed element in the ongoing development and implementation of these small town master plans.....No Change</p> <p>5. Changed: Action amended and now reads,"List of potential incentive options developed and assessed."</p> <p>6. Changed: Action has been deleted.</p>

Submitter	Submission details	Response – Submission 7
	<p>7. Encourage “waste free” events – research “wastewise” policy for events. This is not an ACTION; this is a policy statement! An action has predefined parameters and mode of execution clearly outlined.</p>	<p>7. Noted: Comments noted.....Council will be working with event organisers on the matter of “waste free” events with the aim of introducing a policy around waste in the future.....No Change</p>

Submitter	Submission details	Response – Submission 8
<p>Submission 8</p>	<ol style="list-style-type: none"> 1. The economic development strategy draft released in October 2018 is overall a very good report. It has a broad overview of the key economic development strategies that the Colac Otway Shire Council is currently developing or in the running stage. It is positive to see that the Colac Otway Shire is engaged with community stakeholders in developing these strategies. I think some areas that can be improved when officially releasing the report to the public are as follows; 2. In a lot of areas through the report it keeps repeating itself. The report can be condensed. 3. In some areas of the report not enough information is given, for example, under tourism actions “Identify opportunities to encourage the provision of short stay accommodation in Colac to service tourist and visiting workers”. 4. It would be good to know how many beds currently are available in Colac and does the study show how many beds are needed at certain times of the year. What will the growth rate be over the next 3 to 5 to 10 years? 5. Other Key Points of Interest and Comment: Priority Sectors and Actions - Business Facilitation and Investment Attraction – Key Objectives. Submitter 8 is fully supportive of Council taking on a “Whole of Council” approach to business together with a single point of contact to facilitate business inquiries. Will there be a nominated person taking on this role that might be included in the final report? 	<ol style="list-style-type: none"> 1. Noted: comments noted.....<i>No Change</i> 2. Changed: Comments regarding repetition are noted. Some changes have been made through the document to alleviate this. 3. Noted: Comments noted.....<i>No Change</i> 4. Noted: This information is being collated as part of the investigation into accommodation in Colac....<i>No Change.</i> 5. Noted: This will be through the Manager and Coordinator of the Economic Development and Tourism Department.....<i>No Change</i>

Submitter	Submission details	Response – Submission 8
	<p>6. Priority Sectors and Actions - Business Facilitation and Investment Attraction Actions Submitter 8 is fully supportive of the exchange of ideas with Council through regular contact where common objectives can be addressed toward achieving mutually beneficial outcomes.</p> <p>7. Priority Sectors and Actions - Business Facilitation and Investment Attraction Actions. Q. Could you please define the timeframe terms “Short Term” and “Long Term” in a quantitative sense.</p> <p>8. Priority Sectors and Actions – Education and Training. Submitter 8 is fully supportive of any new and sustained efforts to facilitate further education training for all employment sectors.</p> <p>9. Key Objectives. (i) Submitter 8 is fully supportive of the proposal to identify, target and facilitate new complimentary businesses into the municipality. What business types, specific or general, does the Council see as complimentary to Colac and is the Council proposing to assist these new businesses directly.</p> <p>10. The idea of a producer’s product outlet is fantastic. Do you have any more detail regards this retail concept and to what extent will Council be involved in setting this up, and what, if any, ongoing involvement?</p> <p>11. Manufacturing and Food Actions Submitter 8 is fully supportive of developing ideas to identify opportunities to attract visitors to Colac to stay longer.</p> <p>12. Retail and Service Sector. What are the next “priority sections” for improving amenity experience for traders and shoppers along Murray Street so that might be included?</p>	<p>6. Noted: Comments noted.....No Change</p> <p>7. Noted: No defined period has been allocated to these terms, however Short Term would be done in the immediate future (ie: 3- 6 months) and Long Term would indicate not a high priority (ie: 3 – 5 years).....No Change</p> <p>8. Noted:No Change</p> <p>9. Noted: Business types which are not directly represented in the Shire and are deemed to be complimentary to our regional lifestyle.....No Change</p> <p>10. Noted: Funding is currently being sought to determine the feasibility of the concept. Officers will keep the Chamber informed of progress of the project.....No Change.</p> <p>11. Noted:No Change</p> <p>12. Noted: Implementation of The Colac CBD and Entrances project is being revitalised, with priority being given to the western end of Murray Street.....No Change</p>

Submitter	Submission details	Response – Submission 8
	<p>13. Is there a timeline for these sections that might be included?</p> <p>14. Retail and Service Sector Actions. Submitter 8 is fully supportive of improving business attraction activities. Is there any further detail available on what Council is proposing in this area that might be included?</p> <p>15. Tourism Overview. (i) Submitter 8 recognises Colac as a significant tourist destination being part of the accepted tourism route and that any development that targets tourist “stopovers” are fully supported by Submitter 8. We agree that, with the onset of International flights into Avalon and the highway duplication that tourism in our area will become an all year around proposition. (ii) We support the idea of encouraging visitors to stay over with the construction of a two-day plan using Colac as the stopover.</p> <p>16. Develop a Destination Action Plan for Colac. Do you have any more detail regarding your plans and main target actions that may be included?</p> <p>17. Monitoring and Evaluation. It would be great to see a timeline-for-completion spreadsheet for all included proposals and actions, to better understand and appreciate where priority is given and also, to balance expectations.</p> <p>18. Submitter 8 look forward to the final report when it comes out</p>	<p>13. Noted: No timelines have been decided as yet.....No Change</p> <p>14. Noted: The comment in the Strategy refers to larger vacant shops in Colac. Officers are working on two projects which relate to this action, and will keep Submitter 8 informed on the progress.....No Change</p> <p>15. Noted: Comments (i) and (ii) are noted.....No Change</p> <p>16. Noted: The Destination Action Plan for Colac will be driven by Great Ocean Road regional Tourism and Council will provide significant support to them. Work is commencing in February 2019 on the Plan.....No Change</p> <p>17. Noted: An Implementation Plan has been developed which summarises the actions contained in the Strategy and clearly details timelines and priorities.....No Change</p> <p>18. Noted.....No Change</p>

ORDINARY COUNCIL MEETING
G21 REGIONAL HOCKEY STRATEGY

OM192703-2

LOCATION / ADDRESS	Various	GENERAL MANAGER	Tony McGann
OFFICER	Paul Jane	DIVISION	Infrastructure & Leisure Services
TRIM FILE	F18/7466	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none"> 1. G21 Regional Hockey Strategy - Final 2019 2. G21 Regional Hockey Strategy - Public Exhibition Comments 2018 		
PURPOSE	To seek endorsement of the G21 Regional Hockey Strategy		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The G21 Sport and Recreation Pillar have developed the G21 Regional Hockey Strategy to provide clear strategic direction for the sport of hockey in our region for the next ten years.

The development of the strategy has included significant consultation with the hockey community, input from key stakeholders and a public exhibition period. The Project Control Group (PCG) and the G21 Sport & Recreation Pillar have endorsed the document. The G21 Board will receive and note the final strategy after G21 Councils have endorsed it.

The Strategic Recommendations for the Colac Otway Shire are important in ensuring that Council supports the continued growth of hockey in our catchment and provides opportunities for our community to participate in physical activity and experience the associated benefits. Given the size of the Colac Otway Shires catchment the report recommended no immediate infrastructure response rather modified versions of the game be developed and use existing infrastructure.

3. RECOMMENDATION

That Council endorses the 2019 G21 Regional Hockey Strategy.

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Local government authorities within the G21 region, in partnership with Hockey Victoria, commissioned insideEDGE Sport and Leisure Planning to develop the G21 Regional Hockey Strategy (the Strategy) to guide the overall direction and development of hockey across the G21 region for the next 10 years.

The Strategy focuses on both the built 'on-field' elements of the game (facilities and infrastructure) and the equally important 'off-field' components, including increasing participation levels, building the social hockey format, sports development, resourcing and partnership development.

The identification and assessment of both local and regional needs and the development of practical strategies that can collectively meet local government, hockey and community stakeholder objectives are key outcomes of this project.

KEY INFORMATION

The development of the Strategy focussed on key demographic and participation data, and the findings of comprehensive consultation with the hockey community. Consultation included a workshop with key personnel on 3 April 2018 and a member survey to all Geelong Hockey Association registered players or parents of junior players. Key findings from the workshop and survey are summarised on page 12 (attached) of the document. A public exhibition of the draft Strategy was conducted between October 26, 2018 and December 7, 2018 with a total of 18 submissions received from both individuals and clubs. The submissions resulted in two minor changes to the document content being approved by the Project Control Group (PCG).

In the development of the Strategy the PCG had to ensure a clear differentiation between Regional priorities for the broader G21 region, and Local priorities for each of the five Councils. This was primarily to demonstrate to stakeholders and potential funding partners that the regional recommendations should be addressed separately to local priorities (whilst acknowledging their clear relationship).

The Strategy used projected population growth to inform the strategic recommendations. The population within the Colac Otway Shire is projected to increase by 1,276 to 22,924 in 2028. Colac West and Elliminyt will experience the most growth with the greatest growth experienced in the 10 -14 year age bracket and decreases are expected in the 20 to 29 and 55 to 64 age cohorts.

Hockey Victoria recommends that pitches are provided on a population ratio of 1:100,000, the G21 region currently has a ratio of 1:76,765. In line with this the recommendations for Colac Otway Shire relate to non-infrastructure based game development activities.

Strategy outcomes for the Colac Otway Shire

The Strategic Recommendations in the Strategy highlight the following outcomes for Colac Otway Shire

PRIORITY AREA	STRATEGIC RECOMMENDATIONS	PRIORITY
Facility Access	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.	Ongoing
Participation	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.	Critical
Facility Access	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).	Low

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Extensive community consultation has been undertaken with the G21 hockey community including a stakeholder workshop and regional survey. The following is a summary of the community engagement methods of the project:

1. Establishment of a Project Control Group (PCG) with representatives from Hockey Victoria, Geelong Hockey Association and the five G21 LGAs
2. A workshop on 3 April 2018 involving 22 participants from the following stakeholders:
 - Newtown City Hockey Club – 4 people
 - Torquay Hockey Club – 3 people
 - Golden Plains Hockey Club – 3 people
 - Saints Hockey Club – 1 person
 - Geelong Hockey Club – 1 person
 - Hockey Bellarine – 1 person
 - Kardinia Hockey Club – 1 person
 - Geelong Hockey Association – 4 people
 - Hockey Victoria – 1 person
 - CoGG, SCS, GPS – 3 representatives
3. A survey to the hockey community with 244 respondents completing the survey
4. Development of a State of Play document presented to the PCG for discussion
5. Development of three Project Bulletins that were distributed to a range of stakeholders and interested parties
6. A 6 week public exhibition period of the draft Strategy that was hosted on the G21 website with a total of 18 submissions received.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The G21 Regional Hockey Strategy directly aligns with the following Council plan themes -

THEME 3: OUR COMMUNITY

We work to know our community and to understand their needs and aspirations. We plan our assets and services to meet community need and to foster a culture of good service and partnership with others.

THEME 2: OUR PLACES

Our places are well-planned. We work with local and government partners to plan healthy, safe environments which promote community life and enhance well-being. Our infrastructure assets are managed so that they are sustainable for the long term.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications for Council in endorsing the Strategy.

SOCIAL & CULTURAL IMPLICATIONS

The vision of the Strategy is building a strong, inclusive and sustainable hockey community in the G21 region. The strategic recommendations focus on increasing participation in hockey through improved access to facilities, opportunities for participation and development of the sport. As with all sports, participation in physical activity provides numerous social and health benefits to the community. Council's support of the growth of hockey in the Colac Otway Shire will positively impact the ability of the Colac Otway Shire to provide opportunities for the community to experience the health benefits of participating in sport be it the full version of the game or modified to suit infrastructure.

ECONOMIC IMPLICATIONS

There are no economic implications for Council in adopting the plan

LEGAL & RISK IMPLICATIONS

There is a risk if Council, or another G21 Council, does not endorse the Strategy. This would further delay the progression of the sport in the region. If the strategic recommendations identified in the Strategy are developed, each of these will have their own individual risk assessments to be developed at the appropriate time.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

There are no financial implications for Council in endorsing the Strategy.

The G21 Regional Hockey Strategy has been developed with a budget of \$20,000. This amount has been jointly funded by Hockey Victoria (50%) and the five G21 Councils (50% with each Councils contribution based on a percent of region population). The breakdown is as follows:

- Hockey Victoria \$10,000*
- City of Greater Geelong \$ 7,560
- Surf Coast Shire \$ 957
- Golden Plains Shire \$ 690
- Colac Otway Shire \$ 690
- Borough of Queenscliffe \$ 103

* Includes a contribution of \$5,000 from the Geelong Hockey Association. This contribution consisted of \$2,500 on behalf of all nine clubs and \$2,500 from the Torquay Tornados Hockey Club. The Torquay Tornados Hockey Club confirmed that they have no expectation regarding recommendations within the Strategy, and will not receive any recognition of their contribution.

7. IMPLEMENTATION STRATEGY

DETAILS

G21 strategic planning exercises emanating from the Sport and Recreation Pillar have been subject to annual reviews through the delivery of State of Play reports.

COMMUNICATION

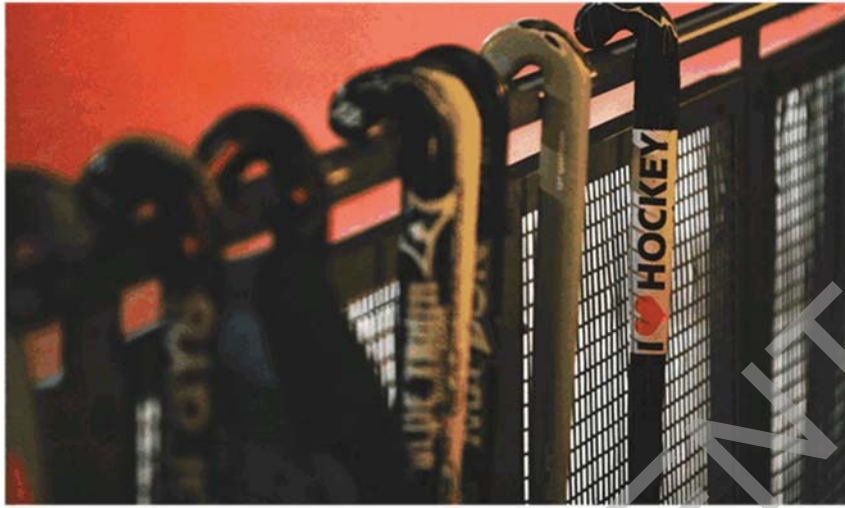
G21, Hockey Victoria, Geelong Hockey Association and each Council will undertake their own promotion of the Strategy once endorsed by all Councils. This may include website, social media, print media and direct promotion to relevant clubs. The Geelong Hockey Association and Hockey Victoria will play a critical role in ensuring that the hockey community are aware of the Strategy.

TIMELINE

Ongoing

8. OFFICER DIRECT OR INDIRECT INTEREST

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



G21 REGIONAL HOCKEY STRATEGY

MARCH 2019





ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations, including the Geelong Hockey Association, Hockey Victoria and the five Local Government Authorities comprising the G21 Geelong Region Alliance.

Input and advice from the Project Control Group, consisting of representatives from the above organisations has also assisted in the development of this document.

PROJECT CONSULTANTS

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INTRODUCTION

ABOUT THIS DOCUMENT

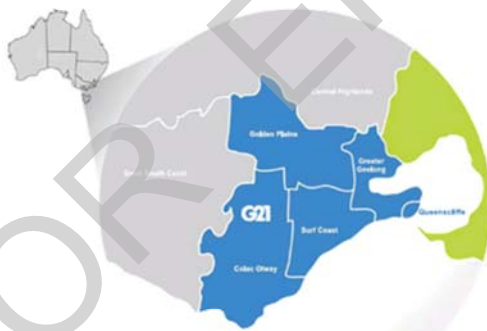
The G21 Regional Hockey Strategy has been developed to guide the overall direction and development of hockey across the G21 Region for the next 10 years.

This Strategy provides a detailed assessment of both local and regional hockey needs and focusses on the development of practical strategies that can collectively meet hockey, community and local government objectives.

The project area for the G21 Regional Hockey Strategy is inclusive of the five Local Government areas within the G21 Region - Borough of Queenscliffe, City of Greater Geelong, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire. The G21 Region is located 73km South West of Melbourne CBD. The Region has a diverse mix of urban, coastal, rural and industrial areas in addition to pockets of significant development and population growth.

The G21 Region has a current population of 326,513 and covers 8972 sq. km. The Region's population is the fastest growing in Victoria, outside of Melbourne.

This Strategy investigates the issues and opportunities facing hockey on a regional scale, and draws on knowledge and resources provided by the sport and each of the five representative LGAs of the G21 Region Alliance.



The G21 Regional Hockey Strategy builds on the research, evidence and data provided in the State of Play Report developed in May 2018. Facility inspections, stakeholder consultation and planning work previously undertaken has also informed the development of strategic recommendations. These include:

- Detailed G21 hockey facility condition and compliance audit reporting (2015).
- Hockey Victoria state participation overview meetings (February 2018).
- Strategic directions from the Hockey Victoria Strategic Facilities Master Plan (identified February 2018).
- Key recommendations from the King Lloyd Reserve Master Plan (2010).
- Key recommendations from the Torquay Hockey Club Synthetic Pitch Feasibility Study assessed (February 2018).
- Geelong Hockey Association (GHA) Participant Survey distributed and results analysed (March 2018).
- Department of Education consultation – via relevant G21 schools conducted (March 2018).
- GHA Club Administrator Workshop conducted (April 2018).
- G21 Regional Hockey Strategy Participant Survey Summary Report completed (May 2018).
- Fortnightly Project Control Group (PCG) meetings.

Collation and analysis of the above information has been crucial to the development of the Strategic Framework (outlined on page 31), with key priorities and recommendations identified to guide the development of hockey in the G21 Region to 2028.

DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

ABBREVIATION	DEFINITION
Strategy	References throughout this document are made to the 'Strategy'. The term 'Strategy' refers to the project as a whole.
LGA	Local Government Authority.
G21	G21 Geelong Region Alliance – A formal alliance between the City of Greater Geelong, Shires of Surf Coast, Colac Otway and Golden Plains and Borough of Queenscliff.
G21 S&R Pillar	G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.
ABS	Australian Bureau of Statistics – Statistical report on Children's Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand.
Forecast.id	Forecast.id delivers population forecasts to councils across Australia and New Zealand, and forecasts how the population, age structure and household types will change between now and the future.
SRV	Sport and Recreation Victoria.
Regional Hockey Facility	In this strategy the term 'Regional Hockey Facility' refers to a facility similar to Stead Park.
Single or purpose built hockey pitch	In this strategy the term 'single or purpose built hockey pitch' refers to a pitch that is used for hockey only.
Multiuse / multipurpose hockey pitch	In this strategy the term 'multiuse' or 'multipurpose' hockey pitch refers to a pitch that is being used or will be used for other activities by compatible sports such as soccer, tennis, touch, lacrosse etc. These pitches are generally multi-lined but can still host competition games and events/tournaments.
Local club venue	In this strategy the term 'local club venue' refers to existing venues where local clubs are based or are using for training purposes.
Satellite / training / non competition venue	In this strategy the term 'satellite / training / non competition venue' refers to all hockey facilities other than Stead Park that are only being used for training purposes. These are generally smaller pitches that are not to competition standard.
Competition venue	In this strategy the term 'competition venue' refers to full size pitches that are being used for competition purposes i.e. Stead Park.

EXECUTIVE SUMMARY

Hockey is a popular sport in Victoria with 21,913 players (19,273 playing members and 2,640 Hookin2hockey players). In the G21 Region the Geelong Hockey Association (GHA) is responsible for the delivery and development of the sport and its 1,131 registered participants.

There are nine local hockey clubs affiliated with the GHA, including three clubs that have formed in the past five years - Torquay Hockey Club, Hockey Bellarine and the Golden Plains Hockey Club. Despite the addition of these new clubs, registered hockey participation numbers have declined by 318 players in the past three years.

There are currently 5 hockey pitches within the G21 Region, of which three are located on Council land and two on school land. Whilst the provision of pitches meets the required pitch to population ratio of 1 :100,000, a number of key constraints prevent more people from participating, these include:

- Travel time to venues – whilst the regional facility at Stead Park, Corio services current demand well, it is the only competition venue in the region and travel presents a barrier to participation.
- Facility capacity – a number of existing hockey pitches are the non-preferred grass surface without floodlighting.
- Access – limited access is available to hockey clubs at venues located on education land.

To address the decline in player numbers the sport and its stakeholders, including LGAs and schools, must work together to address these barriers, along with delivering more flexible and non-structured programs to enable and support future growth.

Evidence collected via local and regional stakeholder groups has provided further support for the strategic direction of hockey across G21. Groups surveyed as part of the Strategy's development identified a range of priorities and opportunities for hockey.

Upgrades to existing or the development of new facilities should be guided by the principle of shared use. Based upon this principle, the development of multi-purpose facilities for use by hockey will support a range of participation outcomes including non-structured and competition formats.

As a key growth area, planning for hockey within the G21 Region is critical to ensuring the prosperity of the sport into the future.

Achieving the vision of **building a strong, inclusive and sustainable hockey community in the G21 Region** will require support and implementation of the following key focus areas.

PARTICIPATION – increasing participation through ongoing facility development and delivery of flexible and innovative programming opportunities.

FACILITY ACCESS – increasing the capacity of and access to existing club facilities and reducing the travel time for players.

SPORT DEVELOPMENT – providing resources that assist in the efficient and effective management and governance of the sport and securing a sustainable hockey footprint in the Region.

Six strategic priority areas have been identified to guide the future development of hockey in the G21 Region over the next 10 years. Specific recommendations under each strategy are provided later in this report.

STRATEGIC PRIORITY 1	Provide functional and accessible hockey facilities.
STRATEGIC PRIORITY 2	Increase capacity of existing facilities and deliver new pitches to meet future demand.
STRATEGIC PRIORITY 3	Increase hockey participation through improved programming.
STRATEGIC PRIORITY 4	Embrace new formats that engage new participants.
STRATEGIC PRIORITY 5	Adopt strategies that support the development of sustainable clubs.
STRATEGIC PRIORITY 6	Promote hockey in the Region through collective marketing strategies and initiatives.

1. Functional and accessible hockey facilities

Plan and deliver functional and accessible hockey facilities that meet the current and future needs of the sport. This includes upgrades to existing and development of new hockey facilities that provide a suite of satellite and competition standard venues.

2. Increase the capacity of existing facilities and deliver new pitches to meet future demand

Prioritising floodlighting projects and delivering new competition standard pitches will service the needs of the sport in line with the regions population growth.

3. Increase participation through improved programming

Delivering flexible and affordable hockey programs that engage existing members and attract new players will be key to reversing the current downturn in participation.

4. Embrace new formats and engage new participants

Hockey in the Region must embrace Hockey Victoria's new social hockey programs (Hockey Sixers, J-Ball and KE40) to attract new people to the game and continue to deliver School Roadshow in local schools.

Hockey Victoria's Strategic Plan 2017-2020 outlines the vision to diversify hockey participation opportunities to encompass new modified social hockey formats.

To reach its ambitious goal of 15,000 new or re-engaged participants by 2020, Hockey Victoria have been introducing the new social hockey formats across Victoria, both regionally and in metropolitan Melbourne. The new formats are designed so they can be delivered on both full-size hockey pitches and training pitches, reducing the travel related barriers.

More specific to the G21 region, Hockey Victoria have partnered up with Geelong Hockey Association and Surf Coast Shire to deliver J-Ball and Hockey Sixers at Stead Park and in Torquay in 2018 and 2019. It is anticipated that these new opportunities will attract additional 500 participants by the end of 2019 in the G21 region. Over the next 2-3 years, Hockey Victoria plans to introduce social hockey across each LGA in the G21 region, increasing hockey participation opportunities.

5. Implement strategies that support the development of sustainable clubs

Providing support to the GHA and affiliated clubs through the delivery of strategic planning and improved resources will ensure a sustainable hockey footprint in the G21 Region.

6. Promote hockey through collective marketing strategies and initiatives

Increasing the profile of hockey in the Region through innovative marketing strategies and the recruitment of a dedicated Hockey Victoria resource.



PROJECT CONTEXT

PROJECT METHODOLOGY

This Strategy has been delivered in five key stages and is due to be finalised and adopted by project partners by March 2019. The following diagram outlines project timelines and associated key tasks to be delivered during each stage.

STAGE ONE

Project Establishment

January 2018

Project commencement, agreed project plan, timeframes and communications plan.

STAGE TWO

Situation and Supply Analysis

February – March 2018

Literature review, demographic and participation analysis, facility mapping, audit data review and stakeholder consultation.

STAGE THREE

Vision, Principles and Framework

March – April 2018

Governance and management benchmarking, Key Findings Report, Draft Strategy framework and vision developed.

STAGE FOUR

Strategy Development

June - December 2018

Facility distribution and gap analysis, Draft Strategy development, prioritised regional and municipal action plans formulated and public exhibition of Draft Strategy.

STAGE FIVE

Final Strategy and Summary Document

December 2018 – March 2019

Final G21 Regional Hockey Strategy developed and endorsed by stakeholders.

PROJECT PARTNERS AND CONTRIBUTIONS

The G21 Regional Hockey Strategy has been jointly funded by the five G21 Councils and Hockey Victoria. The Hockey Victoria funding included a 50% contribution by Hockey Geelong. G21 acknowledges that the contribution by Hockey Geelong was on behalf of the nine affiliated hockey clubs, noting that the Torquay Tornadoes Hockey Club provided an additional contribution.

The Torquay Tornadoes Hockey Club have confirmed that they have no expectation regarding recommendations within the Strategy, and will not receive any recognition of their contribution.

PROJECT OUTCOMES

The following project outcomes will be delivered through the Final G21 Regional Hockey Strategy:

- Identification of infrastructure and sports development requirements highlighting participation, governance, resourcing and partnership needs.
- Clear direction and timelines regarding stakeholder responsibilities to collectively deliver initiatives to support the future growth of hockey within the Region.
- Analysis of key demographic and participation trends to guide Regional priority recommendations and the implementation plan.
- Alignment of current and future participation needs with previously conducted research and reporting to deliver a clear plan for the future.
- Detailed facility analysis and venue mapping to determine participant facility access arrangement and travel times.
- Identification of gaps and opportunities within the current hierarchy of facilities and infrastructure.

STRATEGIC DRIVERS AND CONTEXT

Hockey Victoria Facilities Master Plan (2014)

Although the G21 geographical region does not perfectly align with the Hockey Victoria West Metropolitan Zone, all G21 Clubs sit within this Zone, and are therefore classified as metropolitan clubs.

The Hockey Victoria Facilities Master Plan identified two key priorities for the development of hockey within the G21 Region:

- Development of a new synthetic pitch in Torquay.
- Facilitation of greater access to pitches at Geelong Grammar and Geelong College schools.

As a result of the above recommendations, Geelong College is utilised on an ongoing basis by two local hockey clubs (Geelong College Hockey Club and Geelong Hockey Club). The synthetic multi-purpose pitch at Geelong Grammar school is utilised by the GHA as an overflow pitch for training and junior competition purposes.

The recommendation for the development of a synthetic pitch in Torquay outlined in the Master Plan triggered the Surf Coast Council to commission the Feasibility Study (2015) to determine the viability of the development of a new pitch within the municipality.

City of Greater Geelong (CoGG) Draft Settlement Strategy (2018)

The Draft Settlement Strategy projected the overall population of the CoGG to reach 390,000 by 2036. A large proportion of this growth will be experienced in the Armstrong Creek, and Northern and Western Geelong growth areas. These three planning areas will collectively contribute an additional 110,000 residents.

The Plan outlines the following demographic and development priorities:

- Stage 1 – Armstrong Creek – Marshall – Charlemont development will include recreation and open space provision (with a proposed multi-use regional synthetic hockey facility planned for Armstrong Creek West).
- CoGG advised that the Armstrong Creek West Regional Sports Precinct will be triggered when development (dwellings) reach 3,000.
- Regarding hockey specific provision, CoGG cited the current HV recommended pitch to population provision ratio (1:100,000) is exceeded by its existing five pitches. The immediate focus for CoGG has been noted as building the capacity and improving the quality of existing venues.

Hockey Victoria (HV) Player and Stakeholder Research (2018)

Research conducted by La Trobe University for Hockey Victoria to understand statewide participation trends determined the following:

- 95% of participants indicated that they would be playing hockey in 12 months time.
- 86% indicated that they would still be participating in 3 years time.
- The average age of a Victorian hockey player is 38 years.
- Hockey in Victoria has a relatively even male to female participation rate of 54% to 46% respectively.
- 59% of active, current players have another family members playing the game.

Regarding HV's development and expansion of social and unstructured forms of the game such as J-Ball, Hockey Sixers and KE40, the study highlighted the following:

- 86% of active, current players indicated they would be interested in participating in a new format of hockey.
- 77% of inactive former hockey players indicated that they would be interested in playing a new format of hockey, should it be available.

King Lloyd Reserve Master Plan (2010)

King Lloyd Reserve is situated approximately three kilometres southwest of the Geelong Central Activities Area.

The reserve is approximately 6.3 hectares in size and whilst a large portion of the reserve has been formed into sports fields, there are expansive conservation zones along its eastern and south-eastern edges which have been re-vegetated to support broader environmental management objectives for the area.

King Lloyd Reserve is currently tenanted by the:

- Newtown City Hockey Club
- Murgheboluc Cricket Club
- Geelong Touch Football Association.

The aim of the Master Plan is to develop a plan that can be used to guide the future development of the reserve having regard to user and community aspirations, whilst enhancing the natural ambience and character of the park.

The key strategic directions proposed in the King Lloyd Reserve Master Plan were to:

1. Improve the overall landscape amenity and quality of the reserve by planting additional trees within the reserve and along its edges, and by corralling vehicles to defined roads and car parks. (Ongoing).
2. Convert the surface of the sports fields to warm season grasses to create a more sustainable and durable playing surface in summer, and assess the condition and efficiency of the existing automated irrigation system in the main sports field. (Done.)
3. Install a new turf table onto the main sports field. Remove the existing cricket practice nets and construct a new set of practice nets (comprising three concrete wickets with permanent netting and four turf practice wickets with temporary netting) in a location to be determined pending the availability of the land north of the reserve. (3 synthetic and 2 turf provided).
4. Install a shelter and store on the second sports field. (Not started).
5. Seal Windsor Road and install speed humps (or similar) to slow traffic, and remove car parking from around the playground to improve the safety of the entry area. (Not started).
6. Reconfigure and expand the main car park to increase the number of spaces (to 104 spaces), and form a new unsealed access road to the lower sports field and provide car parking for 15 cars. (Not started).

The Master Plan also states that the development of a new synthetic hockey facility and parkland was beyond the scope of this master planning study to confirm, or otherwise, the need for a synthetic hockey field for the Newtown City Hockey Club at this location, or any other location in the region.

As previously suggested, a detailed investigation into the future development of hockey in the Greater Geelong region should be undertaken before any firm commitment is made to providing a synthetic hockey facility at King Lloyd Reserve.

The aim of preparing Option 2 during this study was to show how the land north of the reserve could accommodate a new synthetic hockey field, and the associated additional infrastructure."

Torquay Hockey Club Synthetic Pitch Feasibility Study (2015)

Commissioned by Surf Coast Shire, the Feasibility Study investigated the potential for the development of a floodlit pitch in Torquay and explored the existing offering of facility provision within the Region, along with participation trends and current and future needs of the club.

The following findings were delivered in the report:

- A need for an additional synthetic hockey pitch to be developed within the G21 Region in the next 5-10 years. However, demand for a synthetic multi-purpose pitch within Torquay to service the Surf Coast Shire and neighbouring Armstrong Creek could be justified within the next 3-5 years, pending continued population growth.
- Travel times to Geelong for regular training and matches creates barriers to local hockey growth within Torquay.
- Site specific investigations into potential site options for a synthetic pitch development in Torquay were conducted, with Surf Coast Secondary College being the most viable due to key partnership opportunities, location, land availability, site capacity and existing community infrastructure.
- The estimated cost for a new pitch and floodlighting at the Surf Coast Secondary College was estimated to be approximately \$1.5 - \$1.8 million.

REGIONAL AND LOCAL HOCKEY ISSUES

Sport, government and community stakeholders were engaged via workshop and survey to identify the key issues, constraints and opportunities influencing the planning, provision and growth of hockey in the G21 region.

This section of the report details the key issues and challenges facing hockey in the Region and what the sport and G21 LGAs will need to focus on to ensure hockey is well supported in the future.

The issues and challenges outlined below are both asset based and sports development related, and have informed both the strategic framework and local and regional recommendations.

Building the capacity of existing facilities

With the exception of a pitch in Torquay, the number of existing hockey pitches in the G21 region is considered adequate for the current number of players. However, the number of synthetic pitches and the infrastructure and amenities offered at these facilities is not meeting the needs of the sport, now and into the future.

Consultation with local hockey clubs identified strong support and evidence for the need to invest in the upgrade of existing hockey facilities. The key facility issues raised by clubs were a lack of suitable pitch provision (including undersized and grass pitches) and an absence of supporting infrastructure to meet the minimum standards of the sport.

A summary of existing facility issues is provided below.

Stead Park

- Operating at near of full capacity and provides limited opportunity for any additional programming.

King Lloyd Reserve

- As there is currently no synthetic surfaces appropriate for competition, any provision of floodlighting on the turf field would primarily support training at a lower level only. As per the King Lloyd Reserve Master Plan, the provision of a synthetic pitch is identified as a future opportunity to increase hockey participation. The provision of dedicated floodlighting for hockey should be incorporated into the synthetic pitch development in accordance with the Master Plan.

Geelong College

- Multi-purpose pitch with limited availability for hockey due to regular use by other school sports.
- Lack of floodlighting restricts use for hockey, limited car parking and noise issues for residents.

St Ignatius College

- Undersized (3/4) pitch restricts competition play.
- The lack of floodlighting limits venue capacity.
- No changeroom amenities.

Geelong Grammar

- Multi-purpose pitch with limited availability for hockey due to use by other school sports.

Travel a significant barrier to participation

With fewer hockey pitches within reach of the general population compared to football ovals or basketball courts, there is a general acceptance of the need to travel to play hockey. However, the constant demand on time poor parents to drive their children significant distances to play hockey is seen as a major issue to growing the game in the Region.

The G21 region has a land area of approximately 9,000 square kilometres and local hockey players are currently travelling an average of 30 minutes to participate. Just over a quarter of respondents (26%) to the online survey are travelling less than 20 minutes (return trip) to access their local hockey facility, with 21% travelling 31-40 minutes, 20% travelling 41-60 minutes and 14% traveling between 1-1.5 hours. In addition, 73 surveyed respondents highlighted the need for additional competition pitches to minimise travel time.

Increasing the capacity of existing pitches to make them more training and competition friendly, and strategically locating any new pitches will help to address these issues.

Gaps in existing hockey provision in G21

This Strategy supports the priority recommendations for hockey identified in Hockey Victoria's Facilities Master Plan 2014 - development of a new synthetic pitch in Torquay and greater access to Geelong Grammar and Geelong College pitches.

With a membership base of approximately 200 the Torquay Hockey Club have no dedicated facility and currently use Stead Park for competition purposes, and a grass oval at the Torquay Sports Precinct for training.

In 2015 a local report on the feasibility of developing a full size synthetic hockey pitch in Torquay identified demand for a synthetic multi-purpose pitch pending continued population growth. The Feasibility Study also identified travel to central Geelong pitches for regular training and match play as a key barrier to local hockey growth within Torquay.

Increase the profile and make it more affordable

Greater marketing and promotion for hockey within the Region and reducing the cost to participate are seen as critical issues working against participation growth. Addressing these constraints through the implementation of this Strategy will be a high priority for the sport.

CONSULTATION ANALYSIS AND KEY DRIVERS

To guide the development of the G21 Regional Hockey Strategy, a detailed stakeholder consultation program was undertaken. A summary of key themes and findings from the consultation are outlined below. These themes form the basis of future directions and together with the data analysis and research inform the key drivers for strategic planning.

The following stakeholder consultation activities were undertaken:

- Meetings with the Project Control Group (ongoing).
- Online Hockey Participant Survey (244 responses received). Summary of responses provided in Appendix 2.
- Club Representative Workshop.
- Hockey Victoria future directions meetings (March).
- Geelong Hockey Association consultation (ongoing).

FACILITY ACCESS

- Lack of accessible facilities within a reasonable distance (30 minutes drive one way) is a key barrier to participation.
- Support for additional facilities in key growth areas of Armstrong Creek (regional) and Torquay (local), and opportunity to develop facilities at King Lloyd Reserve.
- Support for additional satellite facilities to address current training facility access issues and reduce drive time.
- Developing partnerships with educational stakeholders to increase facility access.

EXISTING FACILITY CONDITION

- Increase the standard of existing facilities to meet the current and future needs of clubs and participants.
- Lack of suitable pitch provision (full-sized / synthetic).
- Lack of suitable, localised supporting infrastructure to meet the minimum standards of the sport.
- Investment in facility upgrades through stakeholder partnerships.

ENGAGEMENT & PARTICIPATION

- Improve existing GHA and club marketing strategies to engage new participants.
- Utilisation of social media platforms to increase the profile of hockey within the Region.
- Increasing the programming offering, with a particular focus on social hockey formats.
- Development of pathways to retain players and support the transition between junior and senior competition.

FINANCIAL CONSTRAINTS AND SUSTAINABILITY

- Current fees and charges have raised affordability issues for clubs and are not sustainable long term.
- The need to develop partnerships with local government, Hockey Victoria and Sport and Recreation Victoria to further initiatives for making hockey more affordable for participants.
- Implementation of a Club Development Officer to support ongoing club development, administration and marketing processes.





POPULATION GROWTH DRIVING DEMAND

G21 POPULATION PROJECTIONS

G21 Regional growth

The G21 Region is the fastest growing region in Victoria outside of Melbourne's metropolitan area.

The principal population centre of the Region is located in Geelong, however significant growth is expected throughout other municipalities of the G21 Region over the next 10 years.

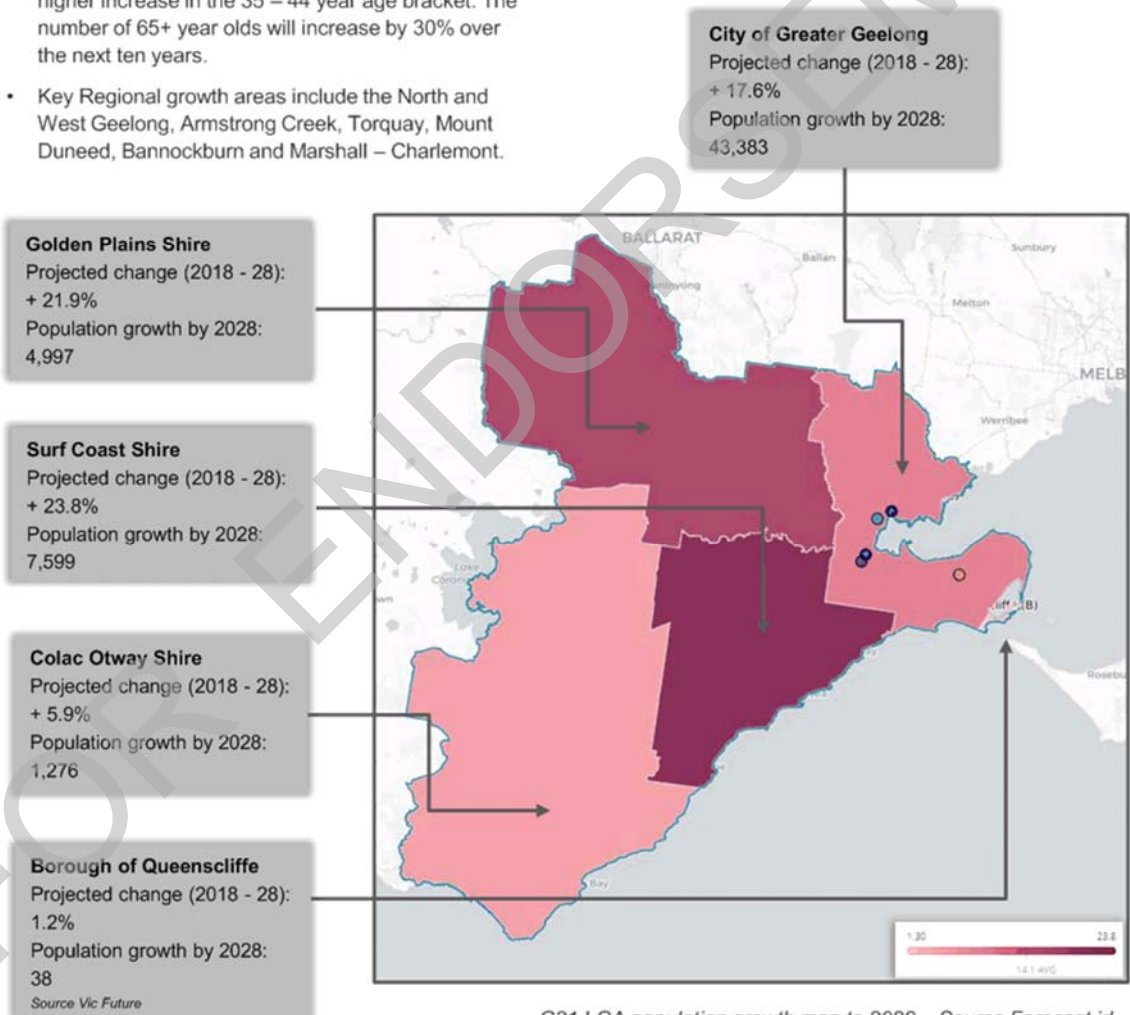
Key population projections for the G21 Region have been sourced from Forecast.id and include:

- The G21 Region currently has a population of 326,513 with a total population of approximately 383,805 expected by 2028 (+57,292 residents).
- Relatively even population growth is expected across the 0 – 64 year age cohorts, with a slightly higher increase in the 35 – 44 year age bracket. The number of 65+ year olds will increase by 30% over the next ten years.
- Key Regional growth areas include the North and West Geelong, Armstrong Creek, Torquay, Mount Duneed, Bannockburn and Marshall – Charlemont.

Demographic change

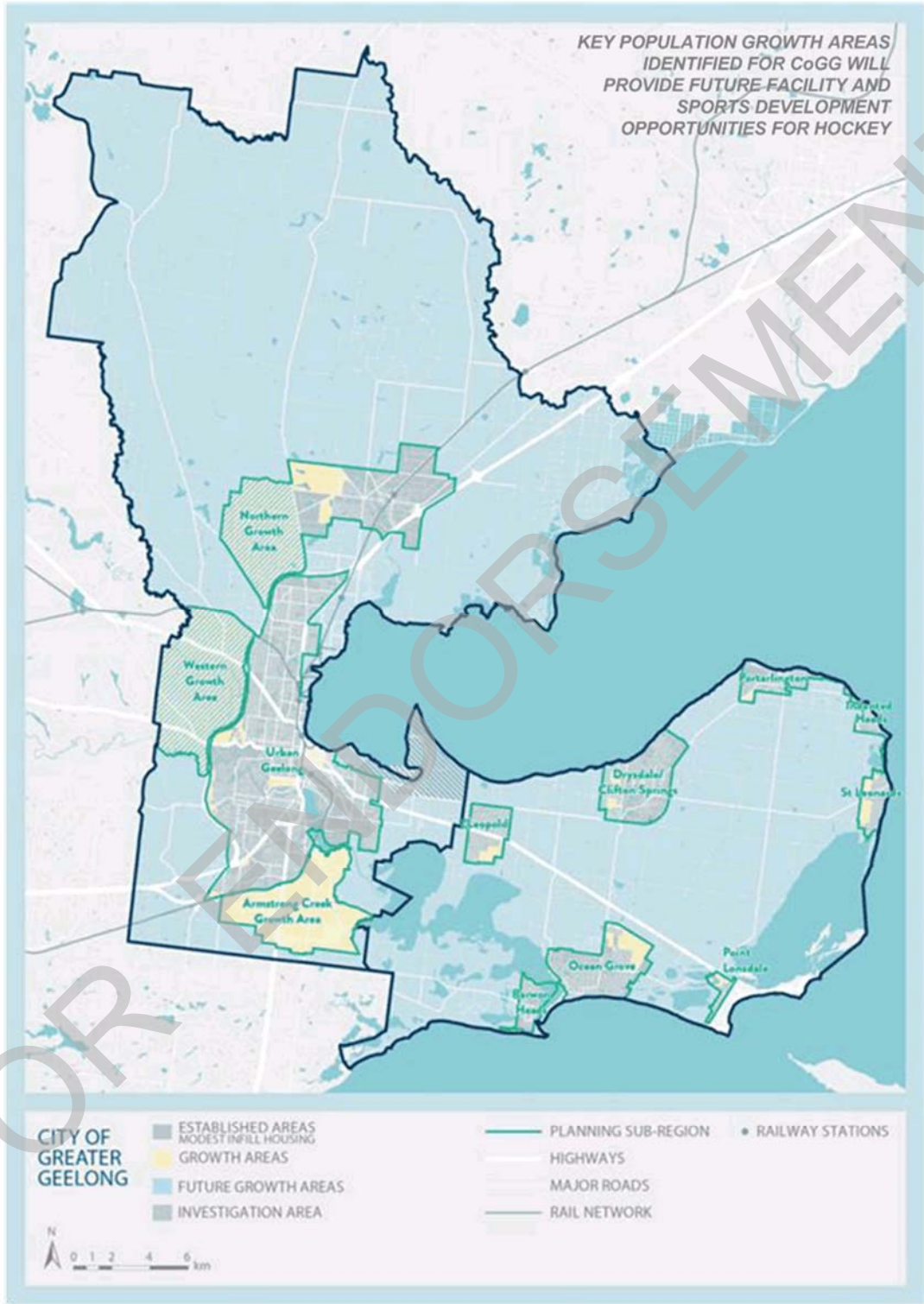
The demand for hockey and the way it is delivered will continue to change as the population of the G21 Region grows. The way in which Australians are consuming sport is evolving, with a shift toward more social and unstructured forms of play, over traditional competition formats. Planning and improving future hockey provision to ensure accessible casual access to hockey facilities will be a key factor to increasing participation in the Region.

The map below outlines predicted growth to 2028 for each of the five G21 LGA's.



G21 LGA population growth map to 2028 – Source Forecast.id

CoGG GROWTH AREAS



LOCALISED GROWTH

A brief overview of the G21 Region collectively and of each municipality individually is provided below. These summaries highlight key population and demographic growth over the next 10 years (to 2028) and demographics relevant to hockey within the G21 Region.

City of Greater Geelong (CoGG)

- The principal population centre of the G21 Region.
- Greatest growth (established suburbs) include:
 - Armstrong Creek +10,817 residents (+167%).
 - Mount Duneed +4,209 residents (232%).
 - Marshall - Charlemont +3,583 residents (125%).
- The Northern Geelong growth area, in Lovely Banks, is anticipated to deliver up to 18,000 new dwellings for a population of approximately 50,000 residents.
- The Western Geelong Growth Area, in Batesford, is anticipated to deliver up to 22,000 new dwellings for a population of approximately 60,000 residents.
- Greatest resident population increases expected in the 35 - 44 and the 75 - 84 age cohorts.

Surf Coast Shire (SCS)

- Torquay (including Torquay, Torquay North, Old Torquay and Torquay West) is one of the highest growth areas in the G21 Region with an additional 7,599 residents expected by 2028.
- Of this growth, the greatest age cohort increases are expected in the 70 - 84 year age bracket.

Golden Plains Shire (GPS)

- Bannockburn will experience the greatest population growth in the Golden Plains Shire to 2028, with an additional +2,300 residents (+41%).
- Relatively even growth across all age cohorts.

Colac Otway Shire (COS)

- The population within the Colac Otway Shire will increase by 1,276 to 22,924 in 2028. Colac West and Elliminyt will experience the most growth.

- The greatest growth will be experienced in the 10 - 14 year age bracket.
- Decreases are expected in the 20 - 29 and 55 - 64 age cohorts.

Borough of Queenscliffe (BoQ)

- The Borough of Queenscliffe's future population forecast suggests minimal growth between 2018 and 2028 (+38 residents).

Regional trends and observations

- Greater Geelong is the largest of Victoria's regional hubs, all of which are experiencing increasing population growth and urbanisation. This provides strong support for the development of a regional hockey facility within the proposed Armstrong Creek West Regional Sports Precinct.
- 76% of the Region's population reside within the CoGG. In 2028, CoGG is expected to still contribute this percentage of the total Regional population.
- Despite having a high percentage of older adult population, significant population growth is forecast in the age cohorts of 5-14 years and 35-44 year, suggesting younger families (and potential hockey participants) will move to new development areas such as Armstrong Creek.
- As per the table below, the total number of additional competition hockey participants expected across the Region by 2028 is +200, if the current player to population rate (penetration) of 0.35% is applied.
- In addition to the growth in competition hockey numbers, the implementation of social hockey within the region should see approximately 500 new people playing one of the new social hockey formats by the end of 2019.

LGA	2018 population	2028 forecast population	Change (#)	Change (%)	Potential growth in hockey participants between 2018 and 2028 (if applying individual LGA 2018 player penetration rate)
City of Greater Geelong	247,068	290,450	+43,383	+17.6%	+152
Surf Coast Shire	31,937	39,536	+7,599	+28.9%	+27
Golden Plains Shire	22,859	27,856	+4,997	+21.9%	+17
Colac Otway Shire	21,648	22,924	+1,276	+5.9%	+4
Borough of Queenscliffe	3,001	3,039	38	+1.2%	+0
Total	326,513	383,805	57,293	+76%	+ 200 (total competition players – 1,331 in 2028)

Future population and potential competition player growth by LGA (does not include social players).



SUMMARY OF HOCKEY IN G21

G21 HOCKEY PROVISION

The following analysis provides a summary of existing provision and participation trends across the G21 Region from 2015 – 2017.

Participation numbers are based on Hockey Victoria's affiliate member database and reference to the State of Play Report (refer Appendix 1).

- 5 G21 hockey venues
- 3 Shared school facilities
- 5 Synthetic grass pitches
- 2 Natural grass pitches



- 111 Hookin2Hockey Club Participants (outside the school network)
- 604 Junior players (11-17 years)
- 416 Senior and dual registered players (18+ years and registered at 2 or more clubs)



1,131
Total number of G21 participants
(-318 from 2015)



0.35% penetration rate
(G21 Region population divided by number of players)



1 in every 289
G21 residents play hockey



45% female
55% male
Participants



Average G21 hockey player age is 20 years



63% of participants are under 18 years of age



CURRENT FACILITY PROVISION

All five G21 hockey facilities (7 pitches) are located centrally in the Region, within the City of Greater Geelong. Maps of the location of each facility in the context of the Regional and the City of Greater Geelong are provided on the following page.

The Geelong Hockey Association (GHA) is the governing and administrative body for hockey within the G21 Region and utilise the seven pitches across the five venues identified below. Nine local clubs occupy these facilities, with six utilising Stead Park as their home competition venue.

Stead Park - Corio

2 hybrid synthetic grass pitches
Home clubs: Corio HC, Golden Plains HC, Hockey Geelong, Kardinia HC, Saints HC and Torquay HC
Lighting provided (500 lux)

King Lloyd Reserve - Newtown

2 natural grass pitches
Home club: Newtown HC
No lighting provision
(funding to install training standard lighting is imminent)

Geelong College - Newtown

1 synthetic grass pitch
Home clubs: Geelong College HC and Geelong HC
No lighting provision

St Ignatius College - Drysdale

1 sand based synthetic grass pitch
Home club: Bellarine HC
No lighting provision

Geelong Grammar - Corio

1 synthetic grass pitch
Training / overflow venue
No home club
Lighting provided (lux level unknown)

At present, the current hockey facility offering within the G21 Region exceeds industry benchmarking for the current population, as identified in the table below.

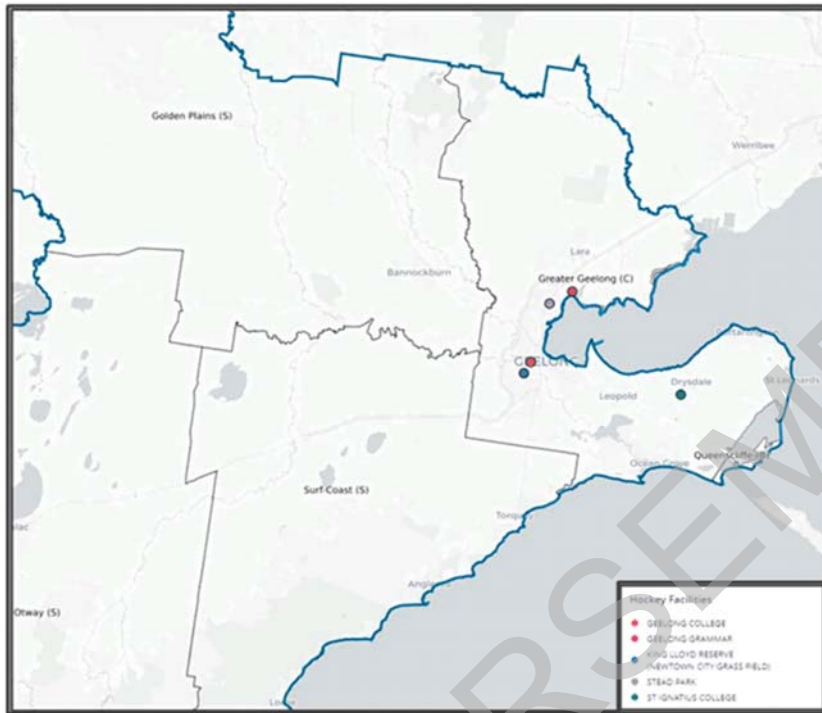
City of Greater Geelong hockey synthetic pitch planning benchmarks are also well catered for (currently outlined as 1:100,000 per head of population - in accordance with Hockey Victoria provision guidelines).

G21 Region pitch to population provision ratio	1 : 46,635
City of Greater Geelong average pitch to population provision ratio	1: 35,295
Surf Coast Shire average pitch to population provision ratio	0: 31,937
Golden Plains Shire average pitch to population provision ratio	0: 22,859
Colac Otway Shire average pitch to population provision ratio	0: 21,648
Borough of Queenscliffe average pitch to population provision ratio	0: 2,934

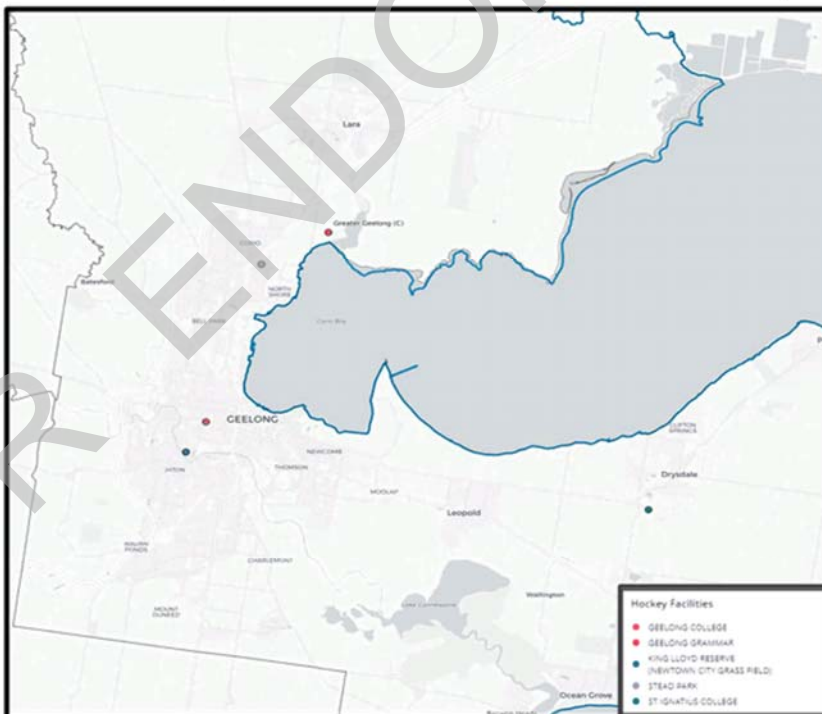
If no further hockey pitches are developed in the G21 Region to 2028, the forecast pitch to population ratio will be 1: 76,765 - which is within Hockey Victoria's recommended pitch to population guideline of 1:100,000.

Ratios should be used as a guide only as there are many other local demographic, facility quality, venue access, frequency of use and service driven demands that are not taken into account. Also for hockey, there are differences between metro and regional facilities when considering factors such as population, player catchment, travel and use.

MAPS OF CURRENT FACILITIES



Map of current hockey facilities within the context of the G21 Region.



All current hockey facilities are located within the City of Greater Geelong.

PARTICIPATION TRENDS

The table below provides an overview of GHA club players for three years (2015 - 2017) and provides the following participation trends over that period.

- Overall, hockey player numbers in the G21 region has experienced a decline of 274 participants (-16.7%) from 2015 to 2017.
- Hockey Geelong representative teams have also declined since 2015 (-280 participants). GHA attributes this to a number of local challenges facing the sport, such as lack of available time and ease of facility access.
- It is further noted by GHA that in recent years participants have chosen to only participate in local competitions.
- Eight of the nine GHA clubs experienced a decline over the three year period (88.9% of clubs).
- Hockey Victoria advised that state-wide approximately 25% of members stop playing each year, but they also gain another 25% each year.
- Corio Hockey Club's significant decline in players is attributed to their ability to field only one GHA team in the 2017 season, highlighting the need for the implementation of sustainable club initiatives.
- The only club to increase their player numbers over the period was the Torquay Hockey Club (+23), despite not currently having a local training base. At present, the Club train on a shared use grass football oval and travel to Stead Park (approximately 30 minutes one way by car) for training and competition purposes.
- Six out of the nine clubs experienced a participation incline or decline of 20 players or less over the three year period.
- Several clubs indicated via the online survey that the current condition of their home facility is directly impacting the opportunity for future player growth.

Club	2015	2016	2017	Plus / Minus (#)	Plus / Minus (%)
Corio Hockey Club	53	50	7	-46	-86.8%
Geelong College Hockey Club	83	64	68	-15	-18.1%
Geelong Hockey Club	142	152	129	-13	-9.2%
Golden Plains Hockey Club	80	70	75	-5	-6.3%
Hockey Bellarine	122	186	120	-2	-1.6%
Kardinia Hockey Club	82	82	74	-8	-9.8%
Newtown City Hockey Club	323	380	294	-29	-9.0%
Saints Hockey Club	115	160	72	-43	-37.4%
Torquay Hockey Club	173	225	196	23	13.3%
Hockey Geelong (Rep teams)	276	278	96	-180	-65.2%
Total	1449	1647	1131	-318	-21.9%

Hockey player numbers by club – 2015 to 2017

Note – The data accounts for player numbers only, and does not include secondary participation in hockey by club officials, spectators and social members

KEY AREAS FOR HOCKEY PARTICIPATION

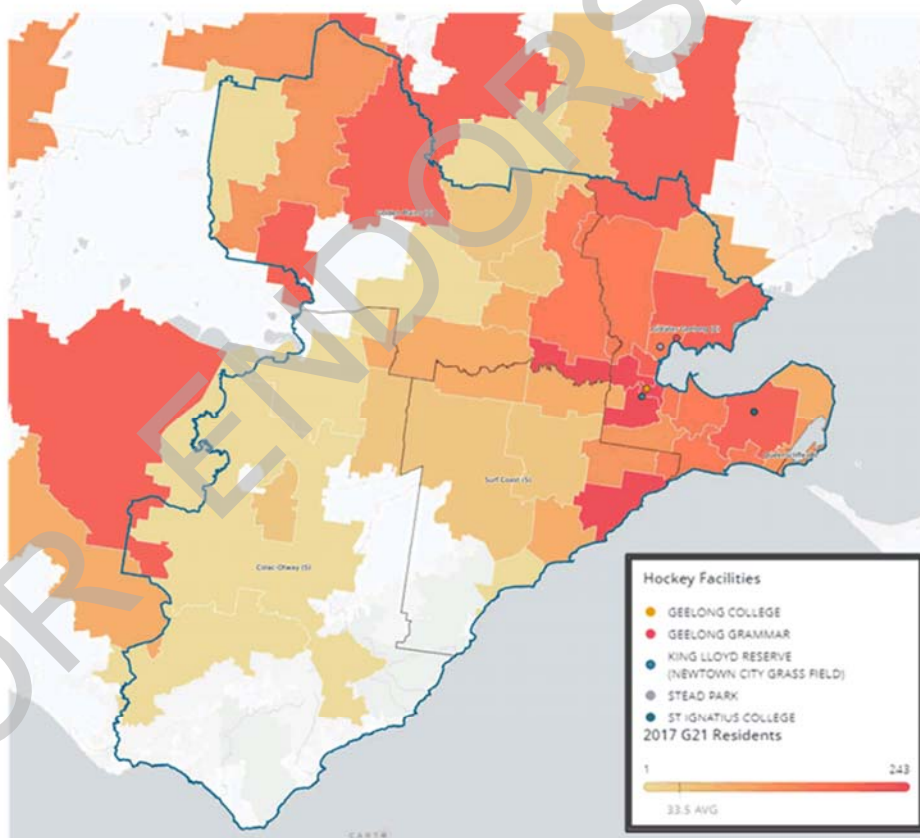
The map below provides a visual representation of current hockey players living (by post code) and playing (by home club) within the Region. The heavy red colour indicates the highest areas of hockey players. Key participation hot spots by post code for hockey in the region include:

- **3216 - Waurin Ponds, Grovedale, Highton, Marshall, Wandana Heights and Belmont (242 players)**
- **3228 - Torquay, Bellbrae, Jan Juc and Bells Beach (154 players)**
- **3220 - Geelong, South Geelong, Newtown (148 players)**

Players living in Central Geelong have convenient access to Stead Park where all senior competition hockey in the G21 Region is currently played. These players are generally within an acceptable distance of 20 minutes or approximately 20kms (one way trip) of their facility.

Players living within postcode 3228 (Torquay and surrounds) are required to travel almost 30 minutes (30km) one way to access Stead Park. The distance to reach the second most accessible facility, St Ignatius College is approximately the same however presents even greater access issues.

G21 postcodes to the north (3351 and 3352) also have a reasonably high number of hockey participation, however these encompass multiple suburbs and townships that filter outside the G21 region. The high number of members in these areas indicate that adjacent competitions in Ballarat and surrounding areas is having minimal impact on player retention within G21.



2017 player numbers by residential post code

CATCHMENT AND TRAVEL TIMES

The blue highlighted area shown in the map below indicates an approximate 30 minute drive time (one way) from the five CoGG hockey facilities. Approximately 92% (1,030) of G21 hockey club players live within the blue area (30 minutes drive time) of CoGG hockey facilities.

The map also provides an indication of the number of players travelling from metropolitan Melbourne, particularly the western fringe between Melbourne and Geelong, to play in the Geelong Hockey Association competition. There are several players participating in the local competition that live in Ballarat.

A breakdown of player travel times for the four venues with home clubs is provided below.

Stead Park - (Hockey clubs - Corio, Golden Plains, Hockey Geelong, Kardinia, Saints, and Torquay)

- 520 combined members
- A total of 60% live within a 30 minute drive of the facility.

King Lloyd Reserve (Hockey club - Newtown)

- 294 members
- A total of 88% live within a 30 minute drive of the facility.

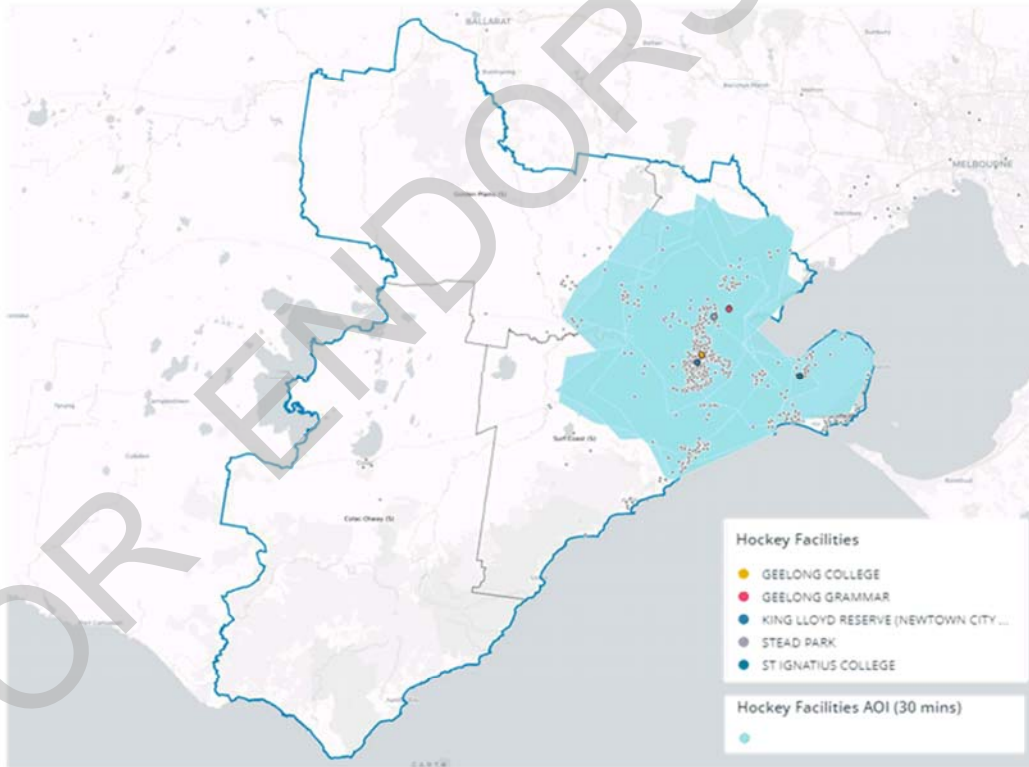
Geelong College (Hockey clubs - Geelong College, Geelong)

- 197 combined members
- A total of 87% live within a 20 minute drive of the facility.

St Ignatius College (Hockey club - Bellarine)

- 120 members.
- A total of 75% live within a 30 minute drive of the facility.

The provision of future synthetic pitches will have a positive impact on travel times.



30 minute facility access drive time



SOCIAL HOCKEY

Changes in participation driven by lifestyle choice and the demand for shorter, less structured formats of sport is driving the need for the implementation of more social formats. The Geelong Hockey Association and its clubs are encouraged to embrace this change to increase participation.

2016 AusPlay data, along with research undertaken by Hockey Victoria and La Trobe University, supports the delivery of casual forms of hockey to meet the evolving requirements of the current hockey participant.

In response Hockey Victoria, with support from VicHealth, has developed three new forms of hockey to encourage increased and new participation.

Hockey *Game on* Sixers

Aimed at past players who are not affiliated with a club and can participate without committing to regular training and competition, Hockey Sixers is a fast, fun, free-flowing version of hockey played on a smaller field, with 6 players on each team, making it more accessible and easier to get a team together.



J-Ball is delivered on a small hard court (43m x 22m) making it more geographically accessible. The game is played over 3 x 10 minute quarters with modified equipment, that is provided to each participant weekly, eliminating the high competition registration fees and need to purchase equipment.



KE40 is a new social cardio program aimed to increase and maintain fitness, and develop hockey skills. The program is delivered in conjunction with junior training and competition and is targeted at involving parents of existing participants.



FACILITY DEVELOPMENT

HOCKEY VICTORIA FACILITY HIERARCHY

Hockey Victoria's Strategic Facilities Master Plan (2014) proposes a hierarchy to guide the future provision of hockey facilities across the state.

Although it is recognised that there are variations and different interpretations of the hierarchy when considering existing facilities, the aim is to provide guidance for the establishment and appropriate provision levels for new facilities. It also provides stakeholders with an understanding of the minimum facility requirements for each level of the hierarchy.

According to the proposed hierarchy levels the G21 Region has one Premier Level Facility – Stead Park, which is also currently considered as the Regional Centre for hockey in the G21 region.

The remaining four hockey venues are 'club' or local level facilities despite some of them not meeting the minimum requirements for this level of facility classification. For these facilities to meet the minimum requirements for a true club level facility the following initiatives would be necessary.

King Lloyd Reserve:

- Development of a synthetic surface, floodlighting and associated infrastructure (as per the Master Plan).

St Ignatius College:

- Implementation of pitch floodlighting, upgrades to pitch playing area to full size and construction of player change facilities.

Geelong College:

- Implementation of pitch floodlighting.

Geelong Grammar:

- Introduction of a home club.

FACILITY TYPE	STATE FACILITY	PREMIER LEAGUE FACILITY	REGIONAL FACILITY	CLUB FACILITY
PREFERRED SURFACE TYPE	2 x water based synthetic	Water based or hybrid synthetic	Hybrid synthetic (capacity for use by other sports)	Sand based, hybrid or natural turf
LIGHTING	1,000 to 2,000 lux	>300 lux	>250 lux	>200 lux
AMENITIES	Player, umpire & officials change rooms, covered team benches & media amenities	Player & officials change room, team benches	Player change rooms, team benches	Player change rooms (2), team benches
SUPPORTING INFRASTRUCTURE	300 seats spectator area, electronic scoring, parking	Covered and uncovered viewing areas, scoreboard, parking	Viewing areas, scoreboard, parking (half pitch desirable)	Viewing areas, scoreboard, parking (half pitch desirable)

HV FACILITY DEVELOPMENT FRAMEWORK

Hockey Victoria's Strategic Facilities Masterplan also includes a facilities development framework and guidelines for the future planning of hockey facilities.

These guidelines provide demand triggers for the establishment of new clubs through to the need for a two pitch facility, and are designed to assist clubs and local councils to plan for the future growth and development of hockey.

The diagram below provides an indication of where the existing G21 hockey venues sit within the development framework, recognising that all may not perfectly align.

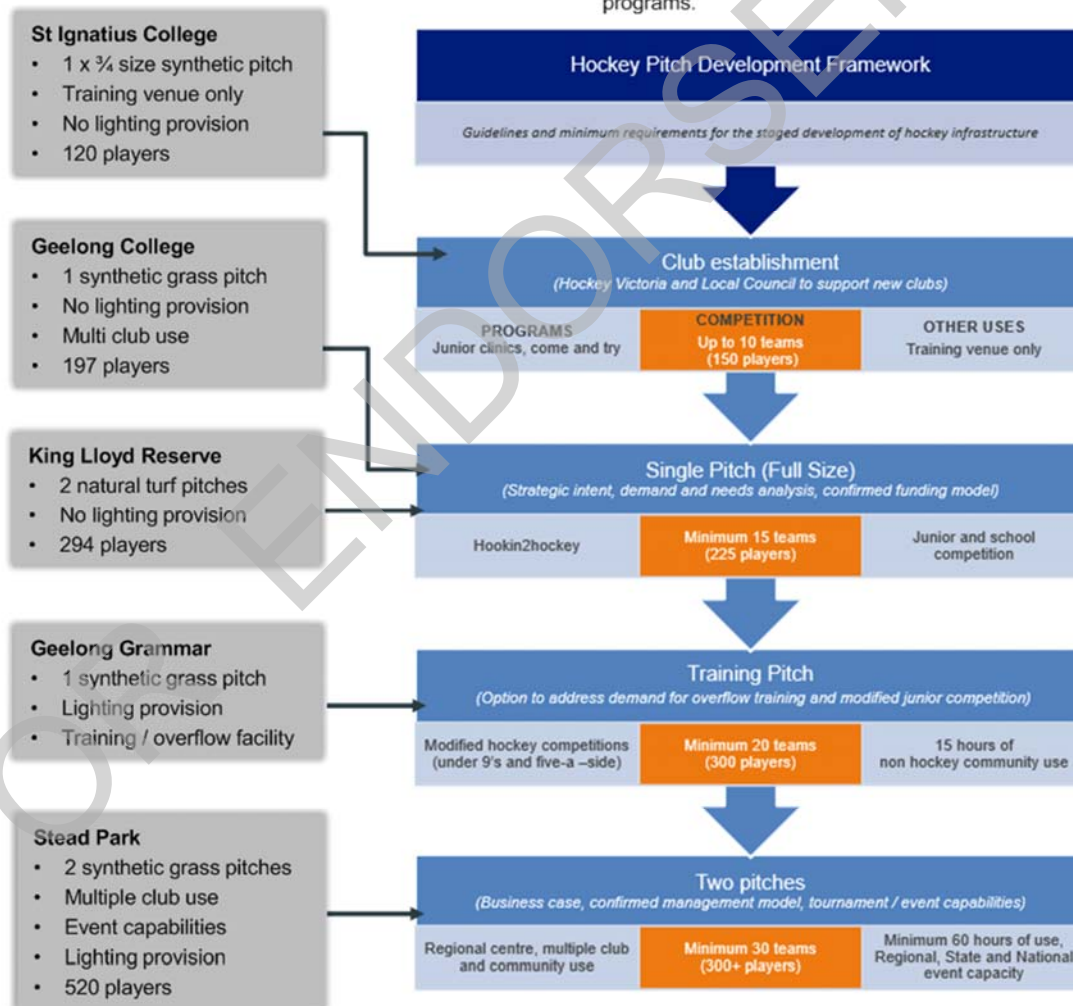
Investment in new, or the upgrade of existing pitch provision within the G21 Region should consider this development framework and aspire to achieve facility provision requirements and associated programming deliverables.

For the purposes of the G21 Regional Hockey Strategy a training pitch is considered a fenced synthetic surface that is half or quarter of the size of a regular competition pitch.

The continued growth of Hookin2hockey and the introduction of social hockey programs provides support for the future development of multi-purpose training pitches to complement competition venues. These smaller pitches are looked on favourably by Hockey Victoria as they provide safe warm up areas and a facility for under 8's and modified hockey programs.

Although Hockey Victoria does not consider grass pitches as a suitable surface for competition or training, grass is still relevant in some country areas and junior programs.

The preferred model for Hockey Victoria is to develop full size synthetic competition hockey pitches that are either single or multi-purpose (depending on levels of use), and half or quarter size pitches for training / modified programs.



OPPORTUNITIES OUTSIDE GEELONG

Further analysis of 2017 membership data identified key participation hot spots in areas outside of central Geelong that have no (or very limited) hockey provision.

The map below highlights multiple players living in established areas of Torquay, Lara, Bannockburn, Leopold, Drysdale and Ocean Grove. These areas provide an opportunity to promote hockey through the local community and school network, and provides support for increasing the capacity of local club facilities.

1. Torquay

A growing club membership base and a current lack of facilities presents an opportunity for the future development of a hockey pitch in Torquay.

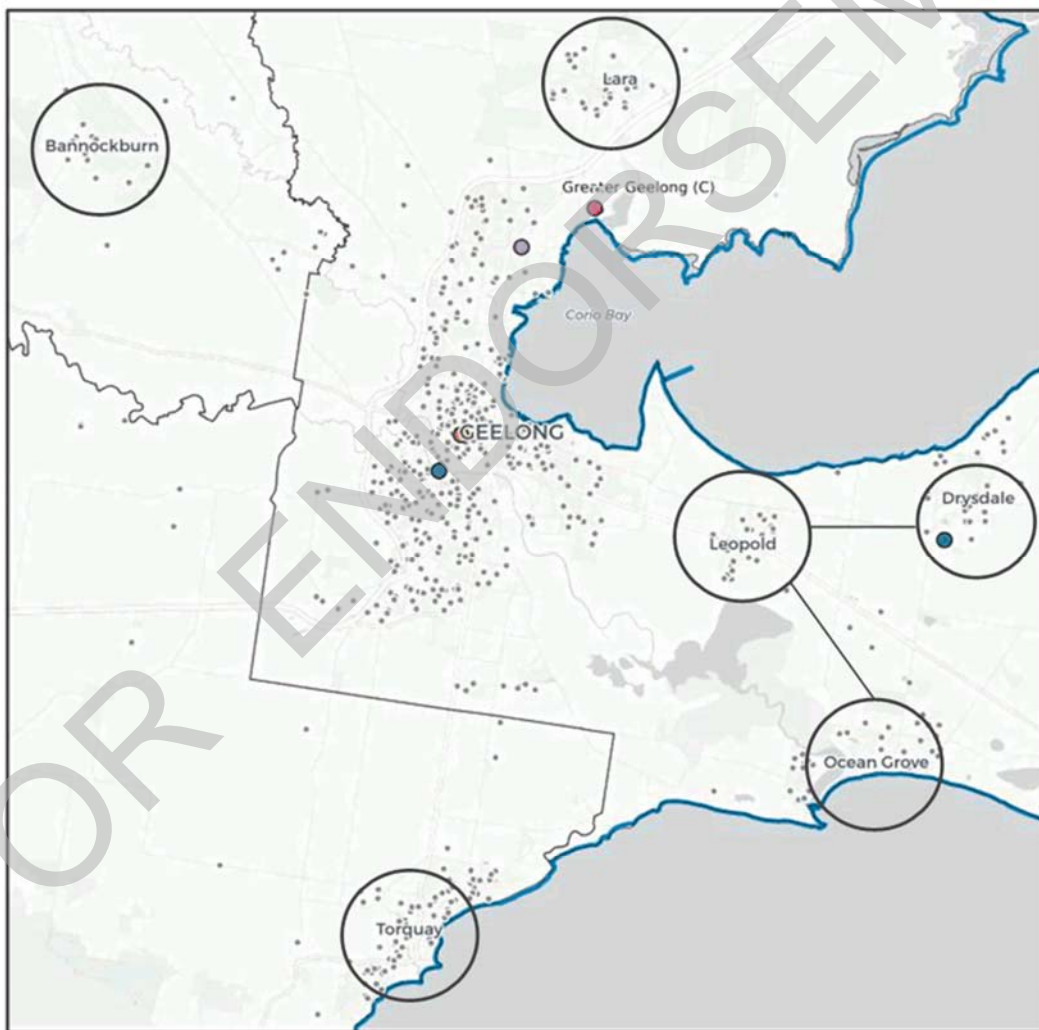
2. Drysdale / Ocean Grove / Leopold

Drysdale, Ocean Grove and Leopold collectively service a current player base of 174 and are geographical within close proximity of each other (15 minutes drive one way).

3. Bannockburn

The small number of hockey players in Bannockburn (members of the Golden Plains Hockey Club) travel a significant distance to play at Stead Park (approximately 25 minutes). With no hockey provision and forecast population growth, there is an opportunity to increase the profile of hockey in Bannockburn.

At present Golden Plains Hockey Club have limited access to a shared grass soccer pitch for junior training at the Bannockburn Recreation Precinct.



Spread of hockey players outside central Geelong

ARMSTRONG CREEK WEST AND TORQUAY

Further analysis of the current and potential future hockey player catchment within a 10km radius of Armstrong Creek West and Torquay has been undertaken.

Proposed Armstrong Creek West Hockey Pitch (10km radius)

- Hockey players in 2017 – 481
- Dominant postcode - 3216 (242 players)
- Current player to resident ratio - 1:353
- Forecasted players to 2028 – 546
- Player growth 2018 to 2028 - +65 (based on current penetration rate)

CoGG has advised that the two planning areas within Armstrong Creek (Armstrong Creek-Marshall-Charlemont and Grovedale-Mount Duneed-Waurn Ponds) will reach 31,745 and 32,533 residents respectively by 2036.

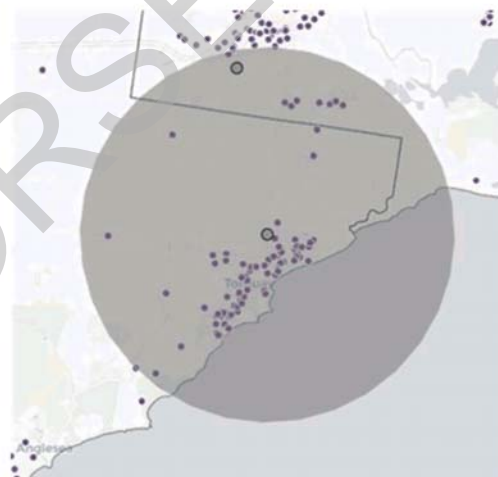
The proposed Armstrong Creek West Regional Sports Precinct (which includes a regional hockey pitch) will be triggered when development (dwellings) reach 3,000. As at June 2018 the number of dwellings was 1,084 (36% of target). The following page provide a map of current and future growth areas within CoGG.

Proposed Torquay Hockey Pitch (10km radius)

- Torquay players in 2017 – 158 (the club has previously had a total membership of approximately 223)
- Dominant postcode - 3228 (139 players)
- Current player to resident ratio - 1:136
- Forecasted players to 2028 – 204
- Player growth 2018 to 2028 - +46 (based on current penetration rate)



Players within 10km radius of proposed Armstrong Creek West hockey pitch



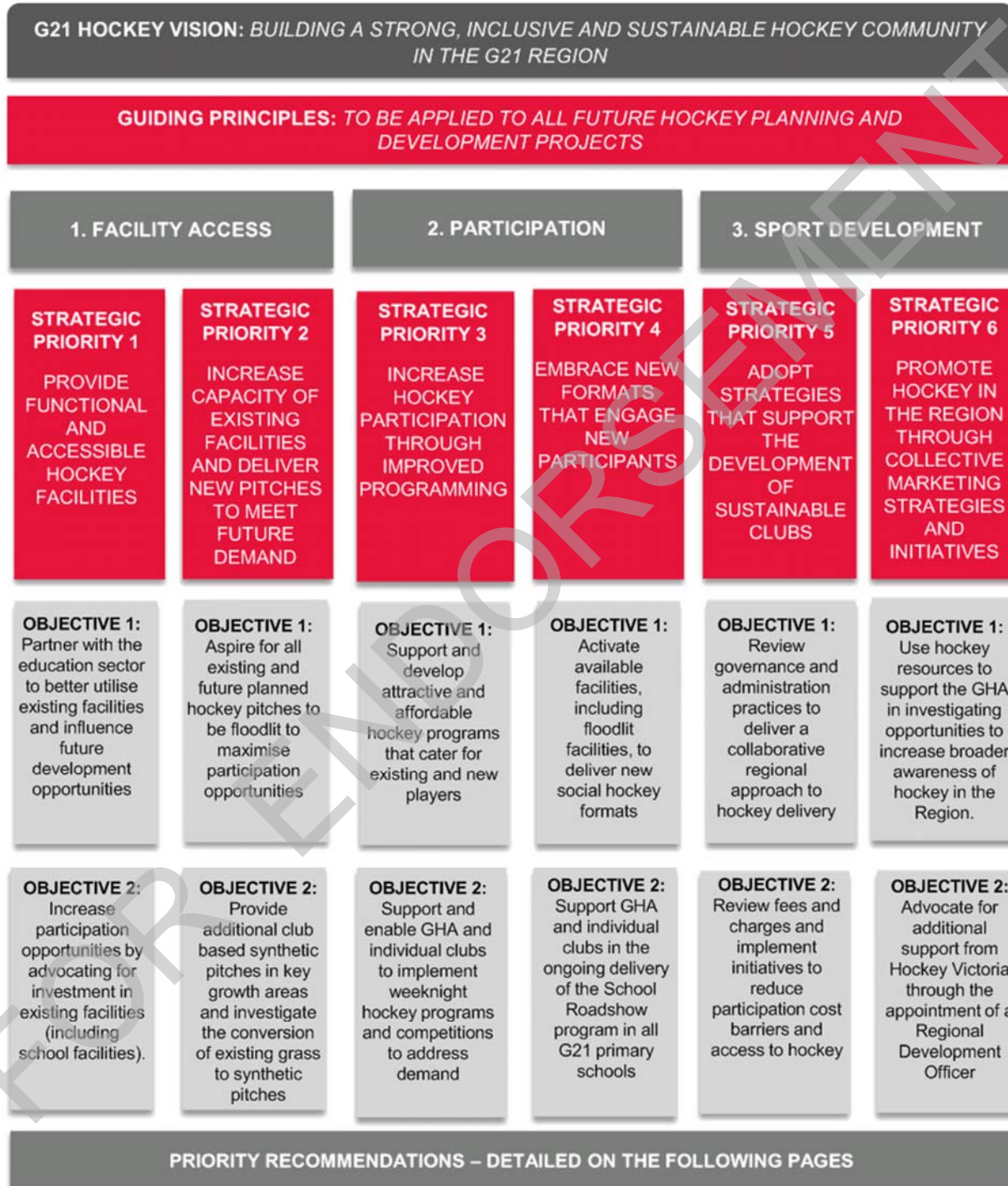
Players within 10km radius of proposed Torquay hockey pitch





THE FRAMEWORK

The following diagram outlines the strategic framework that will guide the future provision of hockey facilities and development initiatives in the G21 Region to 2028. Six strategic priorities are supported by twelve key objectives that have led to the development of regional and local hockey recommendations.





IMPLEMENTATION PLAN

Key project roles have been assigned to individual stakeholder groups to support the initiation, timely delivery and support of strategic directions and recommendations.

Key roles are outlined below:

Initiate

Leading, planning and scoping the range and timing of strategic directions, programs, activities and service provision.

Deliver

On the ground delivery of strategic directions, activities and services to the G21 Region hockey community.

Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

To ensure key actions can be achieved, ongoing collaboration between all stakeholders is essential.

Strategic directions have been allocated a level of priority based on their overall impact on the delivery and sustainability of hockey within the G21 Region.

Priority stages are outlined below.

Critical (0-1 year)

A strategic direction that has a serious impact on ongoing service delivery and, without achievement other strategic directions cannot be progressed.

High (1-2 years)

A strategic direction of high importance that underpins sports development and infrastructure improvements across the Region.

Medium (3-5 years)

Strategic direction that contributes to meeting overall Regional Strategy objectives.

Low (5-10 years)

Strategic direction that contributes to overall Regional Strategy improvement activities but do not supersede other objectives.

Ongoing

Strategic direction that will require ongoing commitment by all stakeholders.

PRIORITY 1

FACILITY ACCESS

Provide functional and accessible hockey facilities

OBJECTIVE 1

Partner with the education sector to better utilise existing facilities and influence future development priorities

OBJECTIVE 2

Increase participation opportunities through advocating for investment in existing facilities (including school facilities)

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
1.1	Negotiate improved access and use of existing school facilities at Geelong College and St Ignatius College by strengthening partnerships with the education sector. Utilise these facilities as satellite/training venues to support local demand.	Critical	Hockey Victoria (HV), Geelong Hockey Association (GHA)	GHA	Clubs
1.2	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.	High	GHA, HV	GHA	Clubs
1.3	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire (GPS).	Medium	GHA, GPS	GHA, GPS	Clubs
1.4	Support local participation growth in key areas outside of central Geelong (such as Leopold and Ocean Grove) and ensure appropriate access is provided to a suitable training pitch.	Low	GHA, HV	GHA, HV	Clubs
1.5	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).	Low	GHA, HV	GHA, HV	GHA, HV

PRIORITY 2

FACILITY ACCESS

Increase the capacity of existing facilities and deliver new pitches to meet future demand

OBJECTIVE 1 Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities		OBJECTIVE 2 Provide additional club based synthetic pitches in key growth areas and investigate the conversion from grass to synthetic			
TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
2.1	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.	Critical	City of Greater Geelong (CoGG), HV	CoGG, HV	GHA, SRV
2.2	Undertake a detailed business case including a proposed funding model. If proven, obtain Council endorsement to seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College. Any Council contribution will be subject to Council's budget processes.	Critical	Surf Coast Shire (SCS), HV, GHA and Torquay HC	SCS, Torquay HC, HV	HV, GHA, SRV
2.3	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.	High	HV, CoGG, GHA	CoGG, GHA, HV	GHA, Newtown Hockey Club, SRV
2.4	Confirm floodlighting lux levels at Geelong Grammar and identify upgrade opportunities to meet club level (200 lux) or higher standards.	High	HV, GHA	HV, GHA	GHA
2.5	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.	Medium	GPS, HV, GHA	GPS, GHA	HV, SRV
2.6	To support the growth of hockey in the Bellarine, investigate opportunities to increase the size of the pitch to competition standard at St Ignatius College and install lights.	Medium	HV, GHA	HV	GHA, SRV
2.7	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.	Ongoing	All LGAs, HV	All LGAs, HV	GHA

PRIORITY 3

PARTICIPATION

Increase hockey participation through improved programming

OBJECTIVE 1

Support and develop attractive and affordable hockey programs that cater for existing and new players

OBJECTIVE 2

Support and enable the GHA and individual clubs to implement weeknight hockey programs and competitions to address demand

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
3.1	Review occupancy and usage arrangements at Stead Park to ensure the facility is offering fair and equitable access to all clubs, and determine any opportunities for increased use for weeknight competitions or social hockey.	Critical	GHA	GHA	HV
3.2	Explore the capacity and availability of existing multi-use venues at Geelong College and Geelong Grammar, and identify opportunities to implement weeknight programming to meet demand.	High	GHA, HV	GHA, Clubs	HV
3.3	Review the hockey player development pathway and identify strategies that minimise participant drop off and support the transition into senior competition.	Medium	HV, GHA	HV, GHA	GHA, Clubs
3.4	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.	Low	HV, GHA	GHA, Clubs	LGAs
3.5	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.	Ongoing	HV, GHA, CoGG	HV, GHA, Clubs	LGAs, G21 Pillar

PRIORITY 4

PARTICIPATION

Embrace new formats that engage new participants

OBJECTIVE 1

Activate available facilities, including floodlit facilities, to deliver new social hockey formats

OBJECTIVE 2

Support the GHA and individual clubs in the ongoing delivery of the School Roadshow program in all G21 primary schools.

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
4.1	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.	Critical	HV, GHA, Clubs	HV, GHA Clubs	LGAs, Schools
4.2	Increase the number of G21 schools offering School Roadshow programs annually by at least 5% by establishing greater partnerships with the education sector.	Critical	HV, GHA, Clubs	HV, GHA	GHA



PRIORITY 5

SPORT DEVELOPMENT

Adopt strategies that support the development of sustainable hockey clubs

OBJECTIVE 1

Review governance and administration practices to deliver a collaborative regional approach to hockey delivery

OBJECTIVE 2

Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
5.1	Support GHA to develop a business plan, to be delivered in conjunction with the regional strategy, that provides clear organisational and operational directions for the association, its clubs and facility owners.	Critical	HV, GHA	HV, GHA	Relevant LGAs, Clubs
5.2	Review the structure of hockey in the Region and identify preferred management and operational models and joint use agreements for proposed new pitch developments in Torquay and Armstrong Creek West, that will enable facility and participation growth.	High	HV, GHA, Clubs	HV, GHA, Clubs	Relevant LGAs
5.3	Hockey Victoria to review affiliation fees to ensure entitlements are reflective of the level of support provided. GHA and clubs to conduct a review process to ensure fees align with club financial sustainability strategies.	High	GHA, Clubs	GHA, Clubs	HV

PRIORITY 6

SPORT DEVELOPMENT

Promote hockey in the Region through collective marketing strategies and initiatives

OBJECTIVE 1

Use LGA resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region

OBJECTIVE 2

Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
6.1	Increase the level of support from Hockey Victoria through the appointment of a G21 Regional Club Development Officer. Explore joint funding models for supporting this position.	Critical	GHA	HV, GHA	Clubs
6.2	Develop strategies and initiatives in collaboration with clubs to attract and maintain new participants, acknowledging national sporting trends of providing more non-traditional, unstructured and social forms of participation.	High	HV, GHA	HV, GHA, Clubs	SRV, VicHealth
6.3	Develop and foster partnerships with other compatible synthetic based sports such as tennis, soccer (training), gridiron, touch rugby and lacrosse to support increased multi / shared use models, and leverage relationships to engage new participant markets.	Medium	GHA, LGAs	GHA	LGAs, Clubs

MUNICIPAL PRIORITIES – CITY OF GREATER GEELONG

The following recommendations from Priority's 1 – 6 are relevant to the City of Greater Geelong catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (1.2 - High)	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.
Facility Access (2.1 - Critical)	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.
Facility Access (2.3 - High)	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (3.4 - Low)	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.
Participation (3.5 - Ongoing)	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – SURF COAST SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Surf Coast Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (2.2 - Critical)	Undertake a detailed business case including a proposed funding model. If proven, obtain Council endorsement to seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College. Any Council contribution will be subject to Council's budget processes..
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – GOLDEN PLAINS SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Golden Plains Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (1.3 - Medium)	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.
Facility Access (2.5 - Medium)	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – COLAC OTWAY SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Colac Otway Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 – Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.



FUNDING AND INVESTMENT

Hockey is a sport that has always made significant financial contributions towards facilities. The sport and local clubs take their responsibility for the ongoing maintenance and replacement of pitch surfaces very seriously and invest heavily in facilities.

The Geelong Hockey Association makes a significant contribution to capital, renewal and maintenance costs of the Stead Park facility. The GHA contributed \$250,000 (13%) to the construction cost of the second pitch, fund renewal of the pitch surfaces (estimated at around \$400,000 each) and contribute approximately \$3,000 per year to the maintenance of the pitch surfaces.

Due to the significant cost to replace a synthetic hockey pitch (approximately \$500,000) clubs develop sinking funds to ensure pitches can be immediately replaced when they reach end of life. Hockey Victoria requests that Premier League clubs have a facilities replacement strategy and strongly encourage clubs to negotiate better deals with land owners.

However, this self funding model is challenging for some clubs as the cost of surface replacement continues to rise. Some clubs are unable to raise the funds and rely on the support of state and local government. Investment into synthetic pitches not only needs a funding model for development, but also a strategy and defined responsibilities for renewal and maintenance.

New hockey pitches cost approximately \$1.5m to \$1.8m and generally rely on a range of funding partners to support delivery. Sport and Recreation Victoria's Major Facilities Funding program provides grants of up to \$800,000 for sub-regional and regional sports facilities. This funding category will potentially be suitable for the proposed Armstrong Creek West Regional Centre but may not meet the criteria for the proposed Torquay facility.

Development of hockey infrastructure at King Lloyd Reserve will need to be supported by significant investment and demonstrated participation outcomes. Acquiring private land for the development of a synthetic hockey pitch will be a matter for the City of Greater Geelong to consider.

The financial cost of implementing the recommendations outlined in this Strategy has not been determined, however it is critical that key stakeholders, as well as potential funding providers adopt a coordinated approach to the scoping and delivery of these recommendations and recognise the need for multiple funding partners.

Collaboration between Hockey Victoria, GHA and G21 LGAs will be essential to delivering strategic priorities and advocating for funding via election commitments.



APPENDICES

APPENDIX 1

STATEMENT REGARDING THE STATE OF PLAY REPORT

The strategic directions and recommendations in the G21 Regional Hockey Strategy was informed by the State of Play Report developed in May 2018.

The purpose of the State of Play Report was to collate and confirm the accuracy of all research and stakeholder consultation findings, and to present the preliminary directions for PCG approval.

It should be noted that the State of Play Report is considered an internal document only and has been superseded by the development of the G21 Regional Hockey Strategy.

FOR ENDORSEMENT

APPENDIX 2

G21 REGIONAL HOCKEY STRATEGY PARTICIPANT SURVEY SUMMARY REPORT - APRIL 2018

KEY SURVEY FINDINGS

The G21 Hockey Survey was distributed to G21 players and officials by Hockey Victoria and the Geelong Hockey Association and was open from 3rd April – 1st May 2018.

Various questions were skipped by respondents, making individual question analysis vary depending on the response rate.

Key highlights from the survey are grouped below in relevant themes.

STRATEGIC PRIORITIES

Respondents highlighted the following as the key focus / priority areas for the G21 Hockey Strategy:

- The need for additional grounds within the Region to minimise facility access travel time (73 responses).
- Reducing the fees / costs associated with participating (46 responses).
- Additional programming opportunities / coaches (35 responses).

PARTICIPATION

- 58% of surveyed respondents attributed their connection with hockey as a direct result of an immediate family member already playing the game.

MOTIVATION

- Almost 40% of respondents identified their motivation to stay connected to hockey was a result of an immediate family members involvement in the game.
- Introduction to hockey through the Hookin2Hockey program was also cited as a significant motivator for hockey participation.

ACCESS AND PROGRAMMING

- 90% of respondents play the majority of their hockey at Stead Park, with 80% also identifying this ground at their main training facility.
- Just over a quarter of respondents (26%) travel less than 20 minutes (return trip) to access their local hockey facility, with 14% of respondents traveling between 1-1.5 hour.
- 22% of respondents (31 responses) highlighted the need for additional weeknight programming opportunities.
- 60% of respondents were aware of Hockey Victoria's social game formats, with only 16% of respondents confirming their interest in participating.
- In regard to the number of days respondents accessed their local hockey facility, the highest response was 'twice per week in the winter season'.

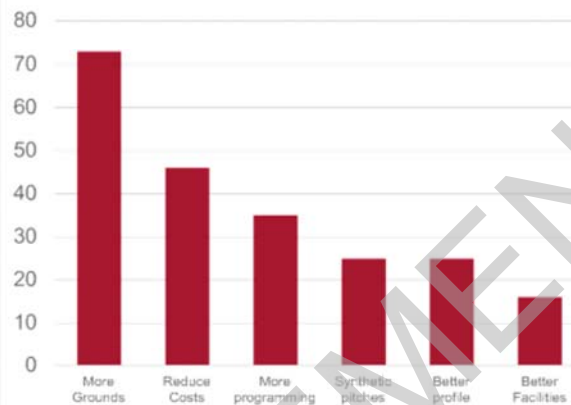
DEMOGRAPHICS

- 244 respondents completed the survey. Of these, 205 (70%) were current players or parents of current players. The remaining 30% were completed by former players or club administrators.
- All nine G21 clubs provided at least one response to the survey, and all but one Hockey Geelong competition grade was represented (Under 8's Summer Competition).
- Almost half of all respondents were over the age of 41 years.
- 76% of surveyed respondents reside within the City of Greater Geelong.
- Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local involvement.
- Over a quarter of respondents (28%) stated their involvement with hockey exceeded 10 years.
- Over half of surveyed respondents (54%) stated "increasing the profile of hockey within the Region" as key to increasing participation.

STRATEGIC PRIORITIES

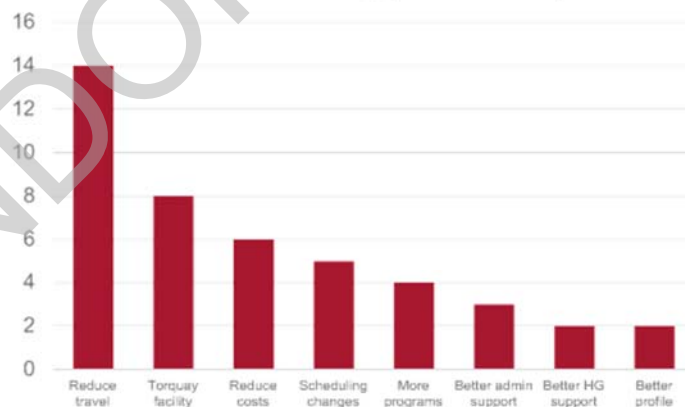
- ▶ 172 respondents identified their top 3 priorities for the Strategy. Of those responses, the following trends were identified:
- ▶ The need for additional grounds within the region to minimise facility access travel time was identified 73 times.
- ▶ Reducing the fees / costs associated participating was cited 46 times.
- ▶ Additional programming / coaches was identified 35 times by respondents.
- ▶ Other key trends highlighted were: Conversion of all pitches to a synthetic surface, increasing the profile of hockey within the region and provision of better quality facilities.
- ▶ Respondents were given the opportunity to provide up to three key priorities.

Top 3 Priorities for Strategy



- ▶ Respondents were given the opportunity to provide general commentary in regards to G21 Hockey Strategy development, with 57 answers being provided.
- ▶ Of the details supplied, key trends were identified as:
 - ▶ Additional pitches / facilities required to minimise travel time. 24% (14 responses) identified this as a key consideration for the Strategy.
 - ▶ 8 respondents (14%) highlighted the need for the Strategy to explore the provision of a new hockey facility in Torquay.
 - ▶ 6 respondents identified the cost of participating / high fees as a key issue hampering hockey participation across the region.

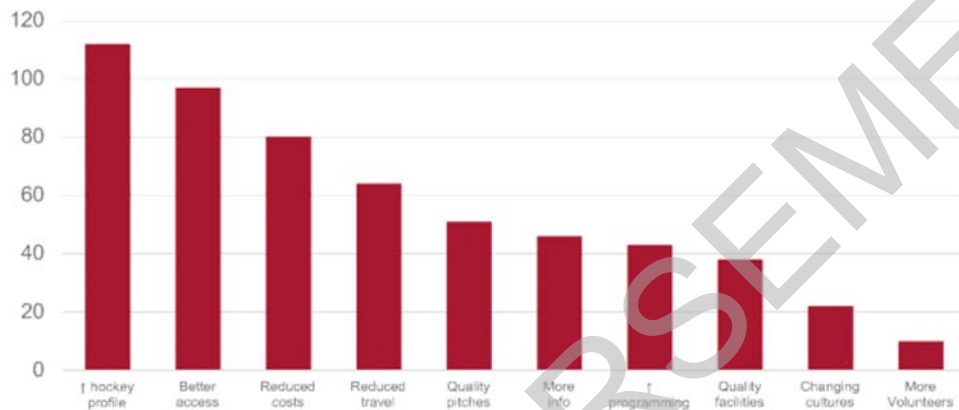
Additional Strategy commentary



INCREASING PARTICIPATION

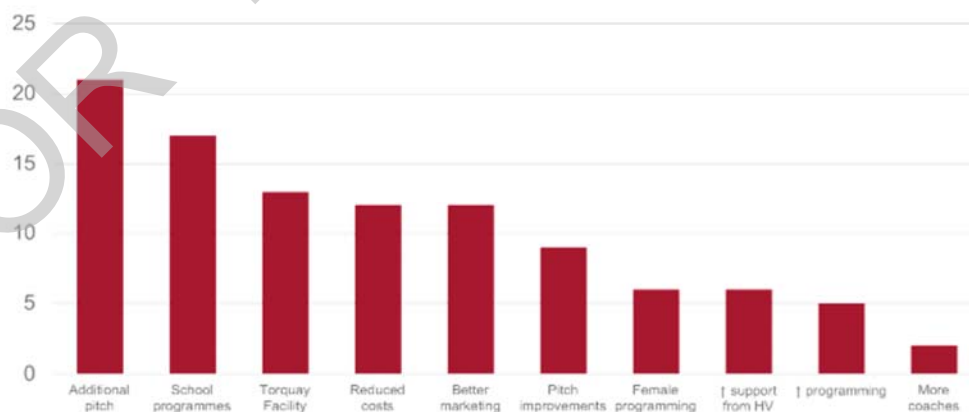
- ▶ The key to increasing hockey participation indicated by the 206 respondents were identified as:
 - ▶ "Increasing the profile of hockey within the region" (54%)
 - ▶ "Greater access to playing / training fields" (47%)
 - ▶ "Decreased costs associated with playing hockey" (39%)
- ▶ Respondents were given the opportunity to provide up to three key answers.

Key to increasing hockey participation



- ▶ An additional opportunity was offered to respondents to provide commentary in regards to increasing hockey participation through free text.
- ▶ A total of 115 responses were collected, highlighted the following key themes:
 - ▶ Provision for an additional ground (21 responses) received 18% of total question responses.
 - ▶ Additional hockey programming in schools (17 responses) received 15% of all question answers.
 - ▶ Provision for an a synthetic pitch in Torquay was highlighted by 13 respondents (11%).
 - ▶ Greater marketing and promotion for hockey within the Region and reduction of costs associated with participating both received 12 responses respectively, accounting for 10% of all responses each.

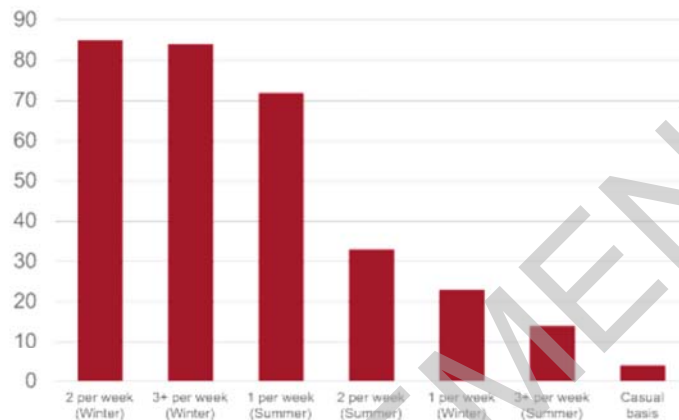
Increasing hockey participation



FACILITY ACCESS

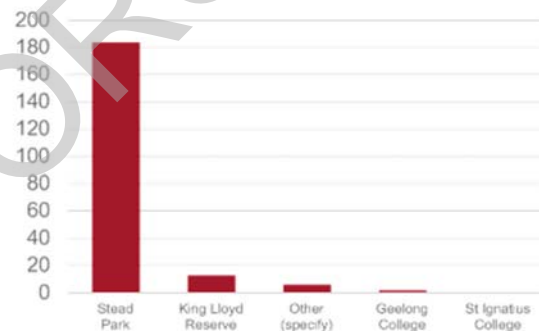
- ▶ 206 respondents answered this question, providing a total of 317 responses (up to two per person).
- ▶ Of the 317 responses, 85 identified using a hockey facility twice per week in winter, with 84 stating their average as three times per week.
- ▶ In summer, 35% of respondents identified using their facility once per week (72 responses).

Respondent avg hockey facility usage



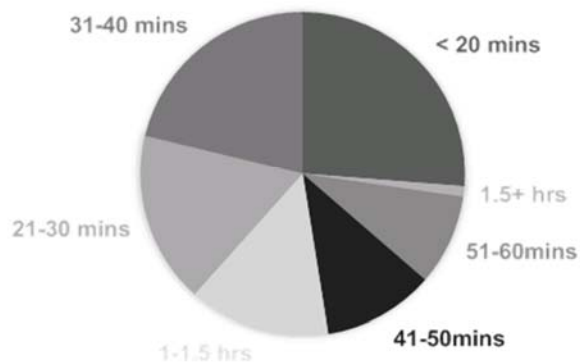
- ▶ As expected, Stead Park accounted for the majority of hockey participation with 184 / 205 responses selecting this facility as playing majority of their hockey (90%).
- ▶ King Lloyd Reserve was the second most commonly used venue with 13 responses.
- ▶ Of the 205 responses provided for the most prominent training facility, Stead Park accounted for 80% of responses.
- ▶ Followed by 'Other' (19 responses). 8 of these identified the Torquay Football Field as their training venue, and 3 identified Ballarat.

Facility where respondents play majority of their hockey



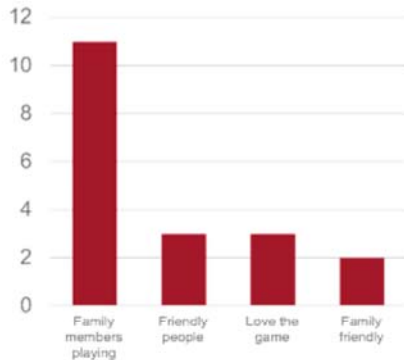
- ▶ The second most common drive time was identified as 31 - 40 minutes, accounting for 21% of all responses.
- ▶ 14% of respondents (18 / 206) travel between 1 - 1.5 hours to access their local facility.

Travel time to access local facility (return)



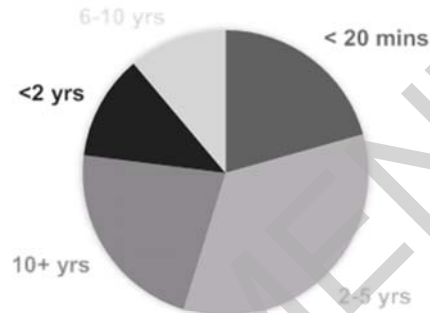
MOTIVATION

Main reason for staying connected to hockey



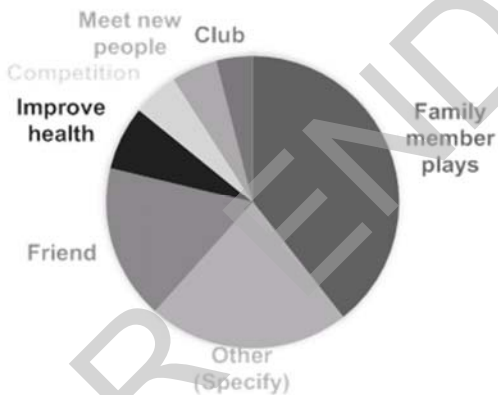
- ▶ Only 19 of the respondents provided an answer to this question.
- ▶ Of the 96 responses, 58% attributed their connection with hockey as a direct result of an immediate family member already playing the game.

Time involved in hockey within the G21 region



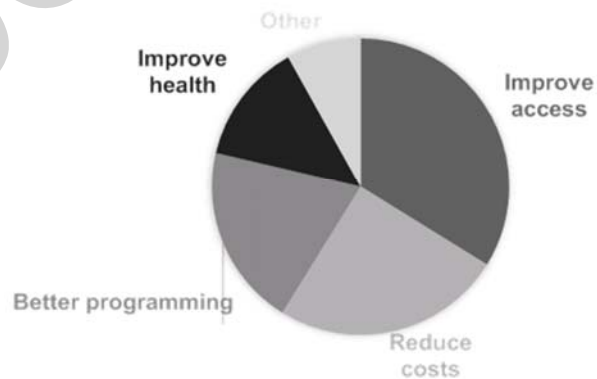
- ▶ Of the 206 respondents to provide an answer, 43% have been involved in hockey in the G21 region for 2 - 5 years.
- ▶ Over a quarter of respondents (28%) have been involved in hockey for 10+ years.
- ▶ 38 respondents skipped this question.

Initial motivation to play hockey



- ▶ Of the 206 respondents providing an answer to this question, almost 40% identified an imminent family member playing hockey as the initial motivator to participating.
- ▶ Of the 'Other' (22%) responses, 16 outlined the School Roadshow program through their school as the initial motivator for their participation in hockey.

Methods to increase involvement in local hockey



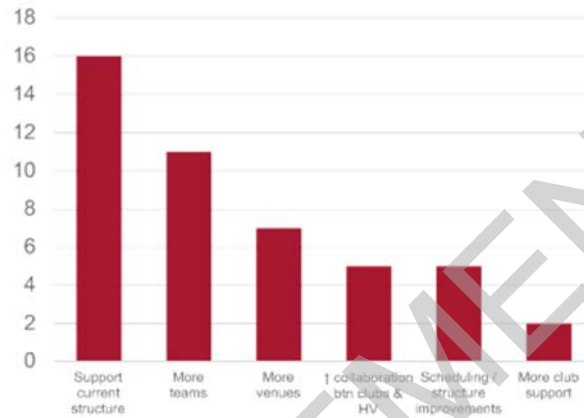
- ▶ Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local hockey involvement.
- ▶ Reducing costs associated with participating in hockey was identified as another key influence to increasing involvement in hockey.

ACCESS AND PROGRAMMING

► Key themes as a result of a free text question posed regarding the current format of competition structures identified the following:

- 16 respondents support existing competition structure
- 11 respondents identified the need for additional teams within G21 competitions
- Additional venues to support increases in participation.
- A total of 73 responses were provided to this question. A total response rate of 35% completion.

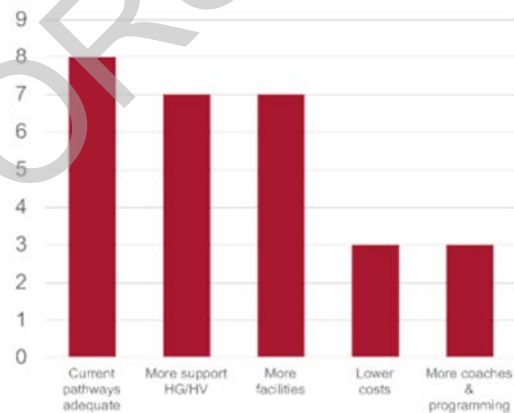
Feedback on current structures



► 65 respondents provided feedback regarding current junior development pathways. Of those responses, the following trends were identified:

- 8 respondents stated that existing pathways are good / adequate (12% of all responses).
- 7 respondents identified the need for an additional facility within the region to foster growth, with a further 7 identifying a need for greater support from Hockey Geelong and Hockey Victoria (11% of all responses respectively).
- As a free text commentary question, common trends in answer responses were more difficult to establish.

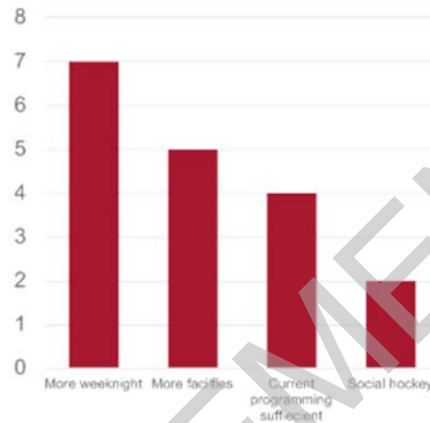
Junior development pathways



ACCESS AND PROGRAMMING

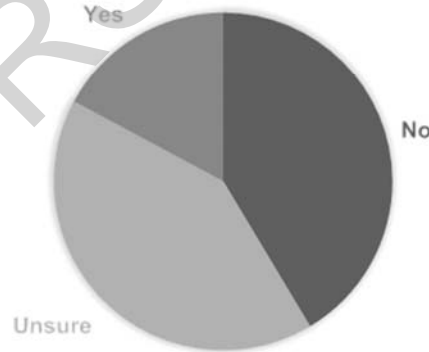
- ▶ 31 respondents provided feedback in regard to programming opportunities currently being offered within the G21 region. Of those responses, the following trends were identified:
 - ▶ 7 respondents highlighted the need for additional weeknight programming (22% of all responses).
 - ▶ 5 respondents identified the need for an additional facility within the region to conduct additional programming (16% of all responses).
 - ▶ 4 respondents stated that the current programming offering is sufficient.

Current programming opportunities



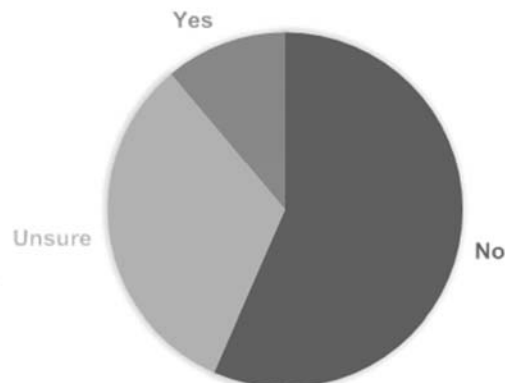
- ▶ 206 respondents provided an answer identifying their interest in participating in social hockey.
 - ▶ 85 respondents stated they were unsure if they would participate in social hockey (41% of all responses).
 - ▶ 85 respondents also stated that they would not participate in social hockey (41% of all responses).
 - ▶ 36 respondents (18%) said they would participate in a social hockey format if offered locally.

Interest in participating in social hockey



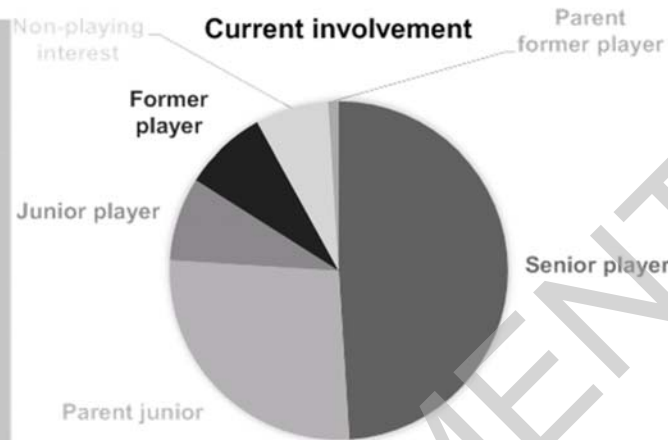
- ▶ 115 respondents stated that they would not participate in social hockey instead of regular training sessions (56%).
 - ▶ 66 respondents stated that they were unsure as to whether they would participate in social hockey instead of their regular training sessions (32%).
 - ▶ 23 respondents identified their support for social hockey participation over regular training sessions (11%).

Participation in social hockey instead of regular training

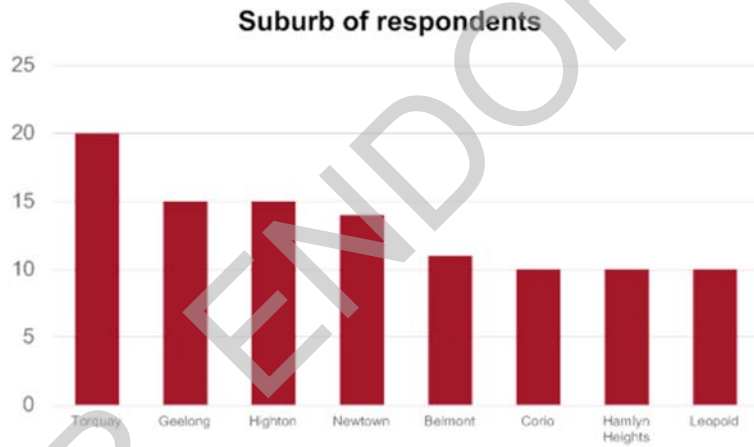


DEMOGRAPHICS

- ▶ 244 individuals completed the online G21 Regional Hockey Strategy Participant Survey.
- ▶ 49% (119 respondents) were Current Senior Hockey Players, 27% (66 respondents) were Parents of a Current Junior Hockey Players.
- ▶ Almost half of all respondents were aged over 41 years (101 respondents). Of these, 56 were female (55%), 44 male (44%) and one respondent did not wish to reveal their gender.

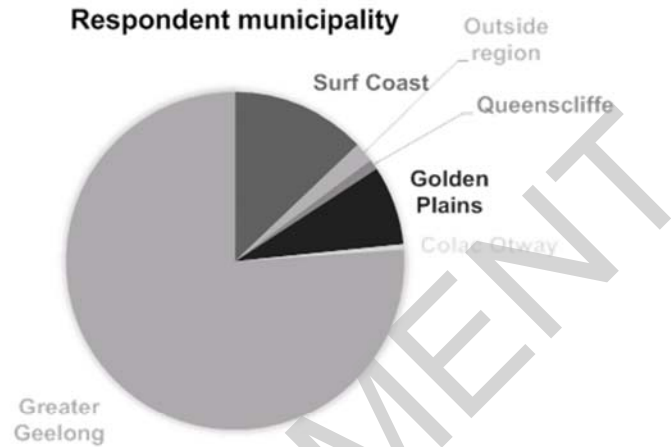


- ▶ Of the 206 individuals that supplied suburb information, 10% (20 respondents) were residents of Torquay, 21% (44 respondents) were residents of Geelong, Highton and Newtown.
- ▶ 4 respondents live outside of the G21 region with 2 residing in Ballarat and 1 in Richmond.



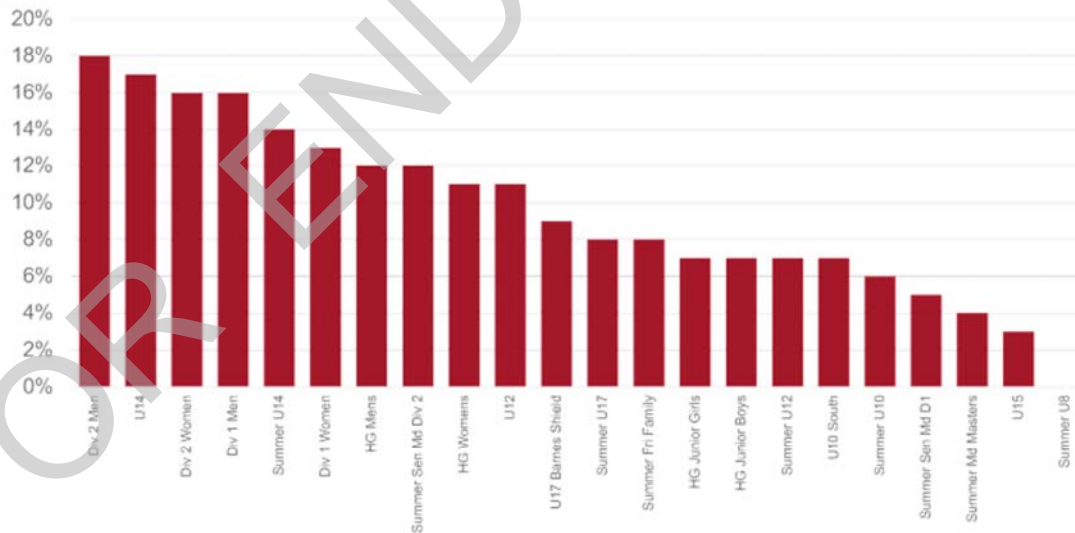
DEMOGRAPHICS

- ▶ Of the 206 respondents that provided residential suburb information, 160 (77%) reside within the City of Greater Geelong.
- ▶ Almost 2% of all respondents reside outside of the G21 region (4 individuals).



- ▶ Of 206 individuals that provided information regarding their current competition grade:
 - ▶ 18% of respondents (37) compete in Division 2 Men's
 - ▶ 17% play Under 14's
 - ▶ And 16% compete in Division 1 Women and Division 1 Men's respectively.
- ▶ The only grade to have not had a representative respondent was the Summer Under 8's competition.

Current competition grade





FOR ENDORSEMENT



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G21 Regional Hockey Strategy – Public Exhibition Comments on Draft

NO.	COMMENT	PAGE	Comments Summary	Theme	SCS Comments	ACTION FOR STRATEGY
	<p>SCS request following change to 2.2 wording as follows:</p> <p>Undertake a detailed business case including a proposed funding model. If proven, obtain Council endorsement to seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College. Any Council contribution will be subject to Council's budget processes.</p>	34	Change wording to state that business case must be proven, Council must endorse seeking funding, and a Council contribution must be subject to budget processes.	NA	To provide greater clarity.	Update wording.
18	<p>My essential point was the document talks of approx 1130 participants in the study area. This is probably roughly true. This comes about I think from the method of collection of data believed to be from the registration system for hockey participants. Accordingly only players and officials (maybe) are captured as participants. This does not capture supporters including parents, grandparents, siblings and others.</p> <p>The effect:.....</p> <p>After proudly telling Council staff and other people that we had the number of participants we had my tyres were let down by a Council officer who informed me that he could show me football CLUBS that had more members than our ASSOCIATION total. There is no way these people are all players or even non playing officials. If they were and this was repeated across multiple football clubs we could not build enough ovals to meet their needs! This is certainly not the case.</p> <p>The issue seems to be social members who generally watch matches and contribute to Clubs through canteen sales. They do not actively participate</p> <p>I believe a multiplier should be applied to the number of participants in the sport of hockey. It would not be unreasonable to multiply by four i.e. 3 supporters of actual participants for each active player. [REDACTED]</p>	18, 21	Query on data (players / membership)	NA	<p>The strategy is clear on page 18 that the data is for participants. We do note on page 21 though that it refers to 'membership' (first para, 7th para, 8th para, 10th para, under table). SCS suggest that these should all be changed to 'players'.</p> <p>SCS also suggest that page 21 include a note under the table: "The data accounts for player numbers only, and does not include secondary participation in hockey by club officials, spectators and social members".</p>	Update wording as suggested.

NO.	COMMENT	PAGE	Comments Summary	Theme	SCS Comments	ACTION FOR STRATEGY
1	<p>With 63% of players u18, this requires parents to get kids to and from training and competition. Most other sports in our local area will train 2pw whereas due to availability of pitch and coaches at reasonable times this is not possible for hockey - 6 of our 7 family members are players. To access junior training especially at Corio this requires us to leave home at 4.30 (due to peak hour traffic through Geelong the 30 min quoted in the research is unrealistic on weekdays it is normal at least 45min) and then not return home until 9-9.30. The ground times allocated to Torquay are 5.30 for junior and 7.30 for seniors. So many senior players comment that once home from work to Torquay at 6-6.30 venturing out again for late training with travel time just doesn't happen. This means if both adults and juniors are to train our kids now age 9-14 are not getting home to bed before 9.30-10pm. Nutritious meals have to be prepared ahead of time to ensure dinner can be fitted in around training times. It is normal for either myself or my partner to miss some training sessions, we need to take 2 cars (extra \$\$\$ fuel costs) to get kids home where weather has kids wet and cold. These are all aspects that really do not come out in the report. Grass training facilities at Torquay are appalling. The area has major impact from weather and wind, poor surface for skill development- its chopped up by football boots, so therefore skill transfer to the fast, consistent pace of a synthetic field is slow. For parents who attend childrens training sessions, shelter at both venues, Corio -in particular pitch 2, and Torquay are insufficient. A pitch in Torquay would not only increase visibility, improve participation in hooked into hockey (new parents can see the quality of the facility and are more likely to get kids involved), improve training participation and therefore competition results and increasing the chances of retaining players. Many of the women players will not be able to train therefore performance drops so they stop playing. As a mum I totally get that, if we didn't have to have the kids at training, I would also train less - probably only achieved 60% training times this year. So back to the 30min travel time – it is an underestimate for the training days allocated to the club due to Geelong traffic at peak hour; it is a hindrance for seniors to going to training at 7pm on the nights where juniors are not training as getting home is pushed to 9.30-10 as the seniors train later. So a GPS time does not take into account other factors</p>	23	<p>Travel time of 30 minutes is unrealistic from Torquay at peak times. Late training times for kids travelling with adults. Dissatisfied with grass facility in Torquay, including shelter. Support Torquay pitch.</p>	<p>Travel time barrier. Support Torquay pitch. Training times for families.</p>	<p>Several references in Strategy about an estimated 30 minutes travel time from Torquay (fine as is). Training times for families is a valid point however chat with [REDACTED] highlights that the situation for families like this is probably as ideal as it could be (i.e. same training location, kids train earlier, etc).</p>	None
2	<p>Given this facility people from Torquay will no longer have a round trip of 70 kms to play the hockey. This has been a major factor in seeing the fastest growing sporting club in Victoria 3 years ago catering for both girls and boys lose momentum.</p>		<p>Travel time barrier – impact on sport growth. Support Torquay pitch.</p>	<p>Travel time barrier. Support Torquay pitch.</p>	<p>No new information</p>	None
3	<p>The Geelong region is a fast growing area that needs an alternate hockey venue on the south side of Geelong. The proposal for a hockey pitch in Torquay North is a great location, particularly for residents of Torquay, Anglesea and other coastal areas. We regularly travel from Anglesea to Stead Park in Corio for training and games. Each way is 40 minutes, which influences peoples decision to play this sport as other team sports are located in both Anglesea and Torquay.</p>	General	<p>Geelong growth. Support Torquay pitch. Travel as a barrier.</p>	<p>Travel time barrier. Support Torquay pitch.</p>	<p>Note Anglesea to Corio travel time of 40 minutes (different to response no. 1).</p>	None
4	<p>I'm so excited that hockey is getting a mention, that a ground is being looked at. I know so many people that are interested in playing, but do not due to travelling to Geelong. It's great to support a sport outside football, netball, soccer, tennis and cricket.</p>		<p>Positive response to strategy for hockey. Support new facility.</p>	<p>Support additional facilities.</p>	<p>No new information</p>	None

NO.	COMMENT	PAGE	Comments Summary	Theme	SCS Comments	ACTION FOR STRATEGY
5	Access to facilities is the biggest deterrent to playing hockey. As a former member of Torquay Hockey Club, I stopped playing as all training and games are held in Corio, which is too far to travel to play sport at a lower level. I would definitely resume playing if there is a local facility for training and home games. My oldest child is keen to play also, but I wont let him play unless the facilities are closer to home. Hockey is a non exclusive sport, all genders, all ages, no one is excluded, so local facilities at Torquay should be a priority. Torquay Hockey Club currently has many more members than the soccer club had when the facility was built in Torquay North.	34	Travel time barrier – stopped playing. Support Torquay pitch. Hockey is an inclusive sport. Comparison of membership to soccer club and facility construction.	Travel time barrier. Support Torquay pitch.	No new information	None
6	We could have training times that are better suited for families instead of having split sessions and late training times in Corio. Without a pitch we have low numbers making it to training each week which can leave new players feeling unsupported by their peers.	11	Training times for families. Travel as a barrier – low numbers/impact on new players.	Training times for families. Travel as a barrier.	Training times for families is a valid point however chat with Peter highlights that the situation for families like this is probably as ideal as it could be (i.e. same training location, kids train earlier, etc).	None
	It would be fantastic to have a hockey pitch in Torquay as part of a growing community and a growing hockey club. To be able to live and train locally would promote more of a club feel and would allow us to host more events and get more people to training to allow new players to practise their skills and further develop their love and enthusiasm for the game.	11 & 12	Support Torquay pitch.	Support Torquay pitch.	No new information	None
	With the expected growth in Torquay and the Greater Geelong shire it would be good to have games played elsewhere to allow for home games and club days. This would promote further community engagement and participation.	16	Support additional facilities. Support additional competition venues.	Support additional facilities. Support additional competition venues.	No new information	None
	Torquay Hockey Club is the only club that has gained members since 2015 but the number could decline if members need to continue to travel up to 40 minutes one way for training and games. It is not appealing for families to do multiple trips to training or to have kids out late after their junior training, therefore missing senior training sessions. It is also a long way for families to drive on the weekend when there are morning and afternoon games.	21	Travel time barrier – impact on sport growth, impact on families.	As above.	As above.	None
7	The author became involved in hockey in 1977 when there was a strong promotion of the sport in Geelong through the development of junior participation and later became a player, umpire, coach and administrator with the Newtown City Hockey Club (NCHC) and other clubs from 1978 to 2001. I only ceased participation at the age of 62 for medical reasons. See attachment for complete response.	General	Historical information. Impacts on participation and growth. Population has grown but participation has fallen. Necessary to have capable administrators at the clubs to support junior participation, and use of new facilities. Need for facilities at KLR. Questioning 2015-2017 data. Stead Park function for Melbourne teams. Future expenditure should be to provide sustainable development and to expand player participation.	Support synthetic pitch at King Lloyd Reserve. Support additional competition venues. Administrator resources.	Interesting historical information.	None
8	Build a synthetic ground in TORQUAY	General	Support Torquay pitch.	Support Torquay pitch.	No new information	None

NO.	COMMENT	PAGE	Comments Summary	Theme	SCS Comments	ACTION FOR STRATEGY
9	Both of my daughters have played hockey with Torquay Hockey Club since the club was established in 2010. Hockey is a great sport for young girls as it helps them be engaged within the community and be physically active. Unfortunately neither of the girls can play on a consistent basis due to travel time. If a ground is developed in Torquay it would greatly help the girls have access to hockey facilities and engage with the sport. As a family we therefore support recommendation 2.2 in the G21 Regional Hockey Strategy.	34	Great sport for girls. Travel time as a barrier. Support Torquay pitch.	Travel time as a barrier. Support Torquay pitch.	No new information	None
10	Definitely need to consider more hockey facilities in the region. Recently moved to Geelong from Melbourne and amazed that only 2 turfs for senior hockey and out in Corio! Not particularly near much of the growth areas of Geelong. Would support a turf at King Lloyd reserve. Close to the suburbs, schools and central Geelong.		Support additional facilities.	Support additional facilities.	No new information	None
	Also think that there needs to be more investment in multiple turfs, even if clubs need to help co-fund or share facilities. Torquay and possibly Deakin Uni would also be logical locations to spread out the facilities across the region.		Support Torquay pitch, suggests Deakin as possible location	Support Torquay pitch.	No new information	None
11	This is my opinion only is that more clubs in Geelong need to be doing more in their club or ask for help to get more members including juniors to grow the competition in Geelong. The more people in the clubs the more hockey will grow. You just cannot leave it up to the same people I have helped and I know it left to the same old people. I have seen it from both sides of the fence as player and administrator that only a few people will commit to this but if more people commit the better the club will be. I think that if you have a synthetic field at Torquay and Newtown City Hockey Club then that means more people can get to playing at these venues the bigger hockey Geelong will get. But it is going to take time.	General	Need for clubs to encourage junior participation. Limited human resources. Support Torquay pitch. Support synthetic pitch at King Lloyd Reserve.	Administrator resources. Support Torquay pitch. Support synthetic pitch at King Lloyd Reserve.	No new information	None
12	Synthetic turf at King Lloyd Reserve would be a great idea to enable training at the pitch for junior and senior teams. It would allow our son to be able to get himself to training rather than relying on his parents whom both work full time trying to juggle running the household/work and activities driving him to Stead Park three times a week.	11	Support synthetic pitch at King Lloyd Reserve.	Support synthetic pitch at King Lloyd Reserve.	No new information	None
13	A full synthetic field at Lloyd's Reserve is essential for the further development of hockey in Geelong. Not only for training, but also to play games. Half a field costs a lot of money as well, but will give less than 50% of the opportunities than a full field. A synthetic field is also important for the further development of hockey in the Surf Coast. Not critical, but just as important as a synthetic pitch in Newtown. The more synthetic fields in our region, the more we can develop hockey together! Relating to Page: About synthetic fields in both Newtown and Torquay.	General	Support synthetic pitch at King Lloyd Reserve. Support Torquay pitch.	Support synthetic pitch at King Lloyd Reserve. Support Torquay pitch.	No new information	None
14	The Torquay Hockey Club Committee discussed the G21 Hockey Strategy and our feedback is attached in the PDF document attached. The Torquay Hockey Club strongly supports recommendation 2.2 and that it has been identified as a critical priority. See attachment for complete response.	Various	Pleased with focus on participation. Growth limited by travel. Support findings and recommendations. Only club to take up J-Ball. Strong support for 2.2. Also support 3.1, 4.1 and 4.2.	Focus on participation. Travel time as a barrier. Support Torquay pitch.	Positive club response. No new information	None

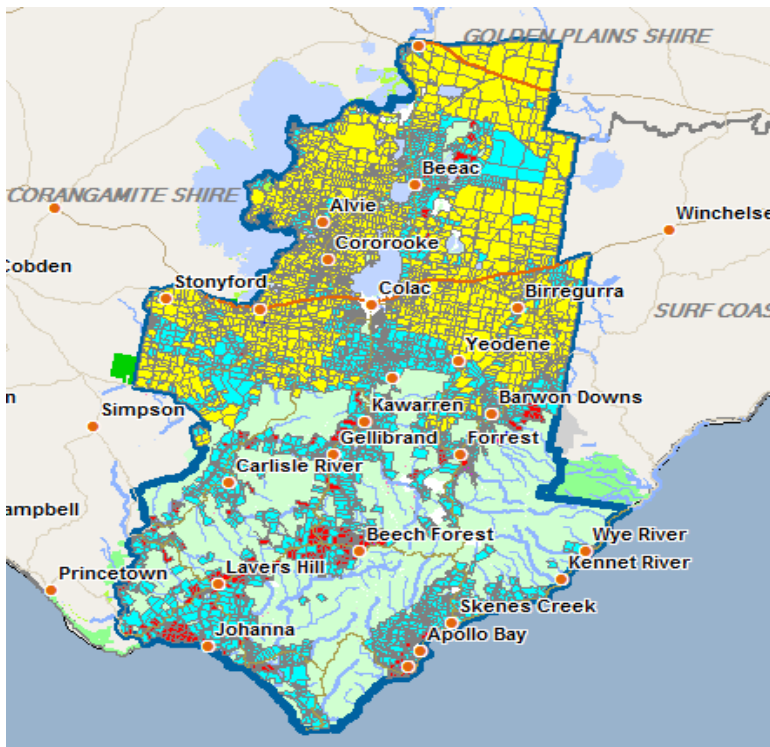
NO.	COMMENT	PAGE	Comments Summary	Theme	SCS Comments	ACTION FOR STRATEGY
15	<p>During my working years I rose to be the senior Facility Planning Consultant for the State of Victoria's 'Sport and Recreation Victoria' (SRV) agency. In my latter years there I wrote the substantial planning manual called 'Artificial Grass for Sport' (published 2011).</p> <p>See attachment for complete response.</p>		<p>Has experience in sport planning. Has reviewed strategic documents (commends work). Has been critical of hockey's administrators re: not supporting facilities in growth areas. Support Torquay pitch. Suggests that a Torquay pitch could be deemed regional (given distance between Corio and Torquay).</p>	Support Torquay pitch.	No new information	None
16	<p>The Newtown City Hockey Club and its members strongly support the need for a Regional Hockey Strategy to ensure the continuing development and growth of hockey in Geelong and the G21 region. The Club strongly supports the Strategic Priorities noted in the draft document.</p> <p>See attachment for complete response.</p>		<p>Support for document. Lack of synthetic and lighting at KLR. Travel as a barrier. Significant use impacts on grass surface in winter. KLR not accessible in summer due to other sports. Club has hired an area adjacent to KLR for summer programs. Access road to KLR a problem. Pavilion is an advantage. Geelong College and Grammar facilities have limitations, and the schools had to hire Stead Park on occasions in 2018. Support for synthetic at KLR. Golden Plains – lack of facility. Torquay pitch would benefit 17% of total participants – not the majority. Synthetic at KLR would assist the Club. Club initiatives. Support Hockey Geelong to produce a business plan and appoint personnel. Support Regional Development Officer. Comments on social formats. Clubs are volunteer run.</p>	<p>Travel time as a barrier. Support synthetic pitch at King Lloyd Reserve. Administrator resources.</p>	Some additional information of note.	None
17	<p>With the forecast growth of City of Geelong, would it not be better to invest in a facility in Armstrong creek, and have both a north centre (stead park) and a south centre (armstrong creek). There seems to be a massive push for a synthetic surface at Torquay, but this should be a local priority. Having a synthetic surface for games across the region is not financially sustainable. Additionally, is there thought around adding a 3rd pitch to Stead park? There is space out the back.</p>	16	<p>Suggests investing in Armstrong Creek facility. Notes push for Torquay and that it should be a local priority. Suggests a third pitch at Stead Park.</p>	Supports Armstrong Creek facility.	Note suggestion for additional pitch at Stead Park (doesn't assist with travel issues for all clubs).	None

ORDINARY COUNCIL MEETING
**CONTRACT 1909 –
 THREE YEAR SUPPLY AND DELIVERY OF
 CRUSHED ROCK**

OM192703-3

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Tony McGann
OFFICER	Darren Graham	DIVISION	Infrastructure & Leisure Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To gain Council approval for crushed rock materials supply for road construction and maintenance works		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

Council tendered for the Supply and Delivery of Crushed Rock. It is intended to appoint the recommended tenderers to a panel contract arrangement which enables the Council to readily purchase a range of crushed rock products as required.

The scope of the work includes: supply of pavement material, loading materials into Council and contractor trucks and supply and cartage of materials as required.

The contract is a reoccurring contract, given the previous contract expired on 30 June 2018. The term of the contract is three years from the date of the letter of acceptance and is subject to a two year option (1 year plus 1 year) to extend the contract that is exercisable solely at Council's discretion. The schedule of rates are fixed and not subject to adjustment for rise and fall.

Request for Tender Submissions closed on 12 December 2018 for Supply and Delivery of Crushed Rock with eight (8) companies responding to the tender, all of which met Council's selection criteria.

The total contract value, including potential extension periods (excluding GST), is an estimated annual expenditure of approximately \$1,350,000, therefore the three year expenditure amount would be approximately \$4,050,000.

3. RECOMMENDATION

That Council:

- 1. Awards Contract 1909 – Three Year Supply and Delivery of Crushed Rock, to the following tenderers at the prices referred to in the confidentially distributed document pertaining to this contract :**
 - a) Boral Construction Materials**
 - b) Coragulac Quarries**
 - c) Derham Transport Pty Ltd**
 - d) Frank R Russell**
 - e) Hoare Bros Pty Ltd**
 - f) Holcim Australia Pty Ltd**
 - g) Local Mix Quarries**
 - h) Melis & Sons**
- 2. Authorises the Chief Executive to sign the contracts following award of Contract 1909.**

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Tenders closed on 12 December 2018 for the schedule of rates tender for the supply of crushed rock, sealing aggregate and pavement materials. The request to tender was advertised via printed media, Colac Otway Shire website and e-Procure (TenderSearch website).

The scope of the contract includes the supply of pavement material, the loading of materials into Council and suppliers' trucks and the cartage of materials. The tender documents state that the Council intends to appoint various selected companies to undertake the required service. The proposed contract period is from 4 April 2019 to 4 April 2022.

The range of suppliers are intended to cater for the different products used for works and maintenance applications across the shire. Tender responses were received from the following companies:

- Boral Construction Materials
- Coragulac Quarries
- Derham Transport Pty Ltd
- Frank R Russell
- Hoare Bros Pty Ltd
- Holcim Australia Pty Ltd
- Local Mix Quarries
- Melis & Sons

KEY INFORMATION

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*. All tenders were evaluated and scored using the following selection criteria:

Criteria	Weighting
Capacity	35%
Environmental management	5%
Past performance / references	10%
Local purchasing	20%
OH&S / Risk	5%
Price	25%

Given the current market environment with crushed rock supply to major infrastructure projects (local and state wide), capacity to supply is significantly weighted to allow supply of construction materials for progression of Councils road construction and maintenance for various infrastructure projects throughout the shire.

The Tender Evaluation Panel consisted of the following members:

- Manager, Services & Operations
- Business Coordinator, Services & Operations
- Projects Officer, Services & Operations

The Tender Evaluation Panel nominated the following quarries as preferred suppliers:

- Boral Construction Materials
- Coragulac Quarries
- Derham Transport Pty Ltd
- Frank R Russell
- Hoare Bros Pty Ltd
- Holcim Australia Pty Ltd
- Local Mix Quarries
- Melis & Sons

All suppliers met Councils selection criteria and therefore no companies were excluded from the panel of suppliers.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The tender was publically advertised via:

Colac Herald	Friday 16 November 2018
Geelong Advertiser	Saturday 17 November 2018
e-Procure (TenderSearch website)	Friday 16 November 2018
Colac Otway Shire Council website	Friday 16 November 2018

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy* and *Tenders/Quotations and Purchasing Procedure*.

The tender aligns with Council Plan Theme 2 – Our Places, Assets and Infrastructure and Capital Works Delivery and Theme 4 - Our Leadership and Management, Financial Management and Value for Money.

ENVIRONMENTAL IMPLICATIONS

Nil.

SOCIAL & CULTURAL IMPLICATIONS

Nil.

ECONOMIC IMPLICATIONS

Support of local businesses assists the local economy. Local content is a scoring factor in the tender assessment.

LEGAL & RISK IMPLICATIONS

The successful tenderers are required to provide adequate documentation for occupational health and safety requirements including site specific potential hazard assessment for Safe Work Method Statements (SWMS).

The successful tenderers are required to provide appropriate insurance.

By following the tender process Council ensures compliance with its responsibilities under the *Local Government Act 1989*.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The supply of road construction and maintenance materials is budgeted within individual projects and programs which are required to allow for adequate funding including an allowance for these materials.

7. IMPLEMENTATION STRATEGY

DETAILS

The Contract shall become effective for 3 years from the date of the letter of acceptance with the option of a 2 year (1 year plus 1 year) extension, solely at the discretion of the council. Council will engage suppliers as required during the contract period.

COMMUNICATION

Council will engage suppliers as required during the contract period.

TIMELINE

Council Endorsement - 26/3/19

Contract Start Date - 04/04/19 (alternately from the date of the letter of acceptance)

Contract Finish Date - 04/04/22 (alternately 3 years from the date of the letter of acceptance)

Potential Contract Extensions - 2 years (1 year plus 1 year solely at the discretion of the Council)

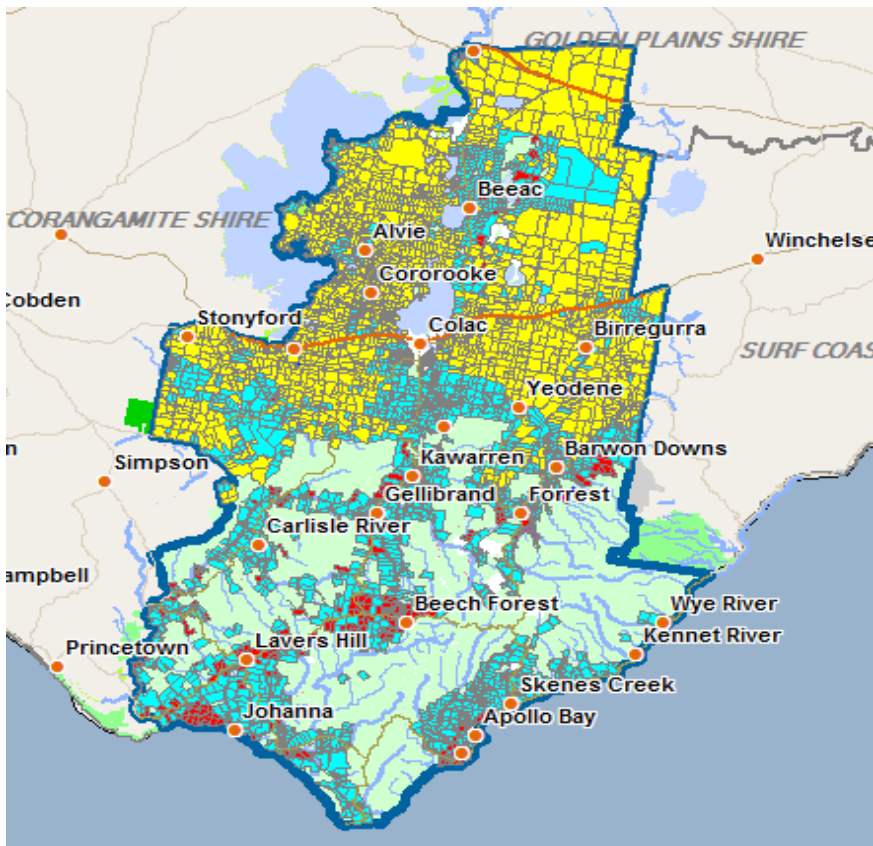
8. OFFICER DIRECT OR INDIRECT INTEREST

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

ORDINARY COUNCIL MEETING
**CONTRACT 1910 –
 EXTERNAL PLANT HIRE**
 OM192703-4

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Tony McGann
OFFICER	Darren Graham	DIVISION	Infrastructure & Leisure Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	For Council to approve external plant hire to assist our fleet in completing road construction and maintenance works		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

Council tendered for the supply of external plant, with operator (wet hire) and plant without operator (dry hire). Council is expected to use the external plant hire contracts, under a panel contract arrangement, to select suitable plant, labour and equipment to supplement its own plant fleet both on road construction and maintenance programs. It is intended to appoint various selected contractors from a panel to undertake the required service.

The contract is a reoccurring contract given the previous contract expired on 30 June 2018. The term of the contract is three years from the date of the letter of acceptance and is subject to a two year option to extend the contract that is exercisable solely at Council's discretion. The schedule of rates are fixed and not subject to adjustment for rise and fall.

The request for Tender Submissions closed on 12 December 2018 for External Plant Hire.

The estimated total contract value including potential extension periods (excluding GST) is an estimated annual expenditure of approximately \$250,000, therefore the three year expenditure amount would be approximately \$750,000.

3. RECOMMENDATION

That Council:

1. Awards Contract 1910 – External Plant Hire, for a period of 3 years, to the following tenderers at the prices referred to in the confidentially distributed document pertaining to this contract :

- a) *Altro Holdings Pty Ltd TA Orange Hire*
- b) *Aquatech Civil and Plumbing Pty Ltd*
- c) *Bartlett's Environmental*
- d) *Bitu-mill (Road Maintenance) Pty Ltd*
- e) *Brooks Hire Service Pty Ltd*
- f) *Coates Hire*
- g) *Colac Landscape Supplies*
- h) *Conplant Pty Ltd*
- i) *Egans Plant Hire Pty Ltd*
- j) *Environmental Services Group Pty Ltd*
- k) *Evans Earth Moving*
- l) *Gellibrand River Tree Fern Nursery Pty Ltd*
- m) *Glenn Higgins Excavations*
- n) *Hoare Bros Pty Ltd*
- o) *Luxton Plant*
- p) *McNaughton Excavations*
- q) *Melis & Sons*
- r) *Millers Civil Contractors Pty Ltd*
- s) *Otway Civil*
- t) *Porter Plant*
- u) *R. Slater & Sons Pty Ltd*
- v) *Richardsons Transport (Vic) Pty Ltd*

- w) *RSP Environmental Services*
- x) *The Mining Pty Ltd*
- y) *Wazza & Co Pty Ltd*

2. *Authorises the Chief Executive to sign the contracts following award of Contract 1910.*

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Tenders closed on 12 December 2018 for the supply of plant with operator (wet hire) and plant without operator (dry hire). The contract is a schedule of rates contract not subject to rise and fall.

Council is expected to use the external plant hire contracts to select suitable plant, labour and equipment to supplement its own plant fleet both on road construction and maintenance programs.

The request to tender was issued to suppliers that are suitably resourced to meet the Council's requirements for road construction and maintenance heavy plant for various infrastructure projects and maintenance activities throughout the Shire.

The tender documents state that the Council intends to appoint various selected companies to undertake the required service. The proposed initial contract period is from 4 April 2019 to 4 April 2022.

Tenders responses were received from the following twenty eight (28) companies:

- Altro Holdings Pty Ltd TA Orange Hire
- Aquatech Civil and Plumbing Pty Ltd
- Bartlett's Environmental
- Bitu-mill (Road Maintenance) Pty Ltd
- Brooks Hire Service Pty Ltd
- Bushys Fencing & Plumbing
- Coates Hire
- Colac Landscape Supplies
- Conplant Pty Ltd
- Egans Plant Hire Pty Ltd
- Environmental Services Group Pty Ltd
- Evans Earth Moving
- Gellibrand River Tree Fern Nursery Pty Ltd
- Glenn Higgins Excavations
- Hoare Bros Pty Ltd
- Kennards Hire
- Luxton Plant
- McNaughton Excavations
- Melis & Sons
- Millers Civil Contractors Pty Ltd
- Otway Civil

- Porter Plant
- R. Slater & Sons Pty Ltd
- Regional Contractors
- Richardsons Transport (Vic) Pty Ltd
- RSP Environmental Services
- The Mining Pty Ltd
- Wazza & Co Pty Ltd

KEY INFORMATION

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

Criteria	Weighting
Capacity	35%
Delivery time from ordering	20%
Past performance / references	5%
Local purchasing	5%
OH&S / Risk	5%
Price	30%

Emphasis on capacity and delivery time from ordering were major components of selection criteria due to the importance of tenderers ability to supply the required wet and dry plant at a short delivery time to allow works to be performed (sometimes emergency works).

The Tender Evaluation Panel consisted of the following members:

- Manager, Services & Operations
- Business Coordinator
- Projects Officer

The Tender Evaluation Panel nominated the following twenty five (25) companies as preferred suppliers:

- Altro Holdings Pty Ltd TA Orange Hire
- Aquatech Civil and Plumbing Pty Ltd
- Bartlett's Environmental
- Bitu-mill (Road Maintenance) Pty Ltd
- Brooks Hire Service Pty Ltd
- Coates Hire
- Colac Landscape Supplies
- Conplant Pty Ltd
- Egans Plant Hire Pty Ltd
- Environmental Services Group Pty Ltd
- Evans Earth Moving
- Gellibrand River Tree Fern Nursery Pty Ltd
- Glenn Higgins Excavations
- Hoare Bros Pty Ltd

- Luxton Plant
- McNaughton Excavations
- Melis & Sons
- Millers Civil Contractors Pty Ltd
- Otway Civil
- Porter Plant
- R. Slater & Sons Pty Ltd
- Richardsons Transport (Vic) Pty Ltd
- RSP Environmental Services
- The Mining Pty Ltd
- Wazza & Co Pty Ltd

Three (3) suppliers submitted non-compliant tender submissions and are therefore not nominated as preferred suppliers.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The tender was publically advertised via:

Colac Herald	Friday 16 November 2018
Geelong Advertiser	Saturday 17 November 2018
e-Procure (TenderSearch website)	Friday 16 November 2018
Colac Otway Shire Council website	Friday 16 November 2018

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy* and *Tenders/Quotations and Purchasing Procedure*.

The tender aligns with Council Plan:

Theme 2 – Our Places, Assets and Infrastructure and Capital Works Delivery

Theme 4 - Our Leadership and Management, Financial Management and Value for Money.

ENVIRONMENTAL IMPLICATIONS

Nil.

SOCIAL & CULTURAL IMPLICATIONS

Nil.

ECONOMIC IMPLICATIONS

Support of local businesses assists the local economy. Local content is a scoring factor in the tender assessment.

LEGAL & RISK IMPLICATIONS

The successful tenderers are required to provide adequate documentation for occupational health and safety requirements including site specific potential hazard assessment for Safe Work Method Statements (SWMS).

The successful tenderers are required to provide appropriate insurance.

By following the tender process Council ensures compliance with its responsibilities under the *Local Government Act 1989*.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The supply of road construction and maintenance materials is budgeted within individual projects and programs which are required to allow for adequate funding including an allowance for these materials.

Council is under no obligation to provide any or all of the services to a particular supplier and suppliers will be engaged as required with no guarantee of any specific work.

7. IMPLEMENTATION STRATEGY

DETAILS

The Contract shall become effective for 3 years from the date of the letter of acceptance with the option of a 2 year (1 year plus 1 year) extension, solely at the discretion of the council. Council will engage suppliers as required during the contract period.

COMMUNICATION

Council will engage suppliers as required during the contract period.

TIMELINE

Council Endorsement 26/3/19

Contract Start Date 04/04/19 (alternately from the date of the letter of acceptance)

Contract Finish Date 04/04/22 (alternately 3 years from the date of the letter of acceptance)

Potential Contract Extensions 2 years (1 year plus 1 year solely at the discretion of the Council)

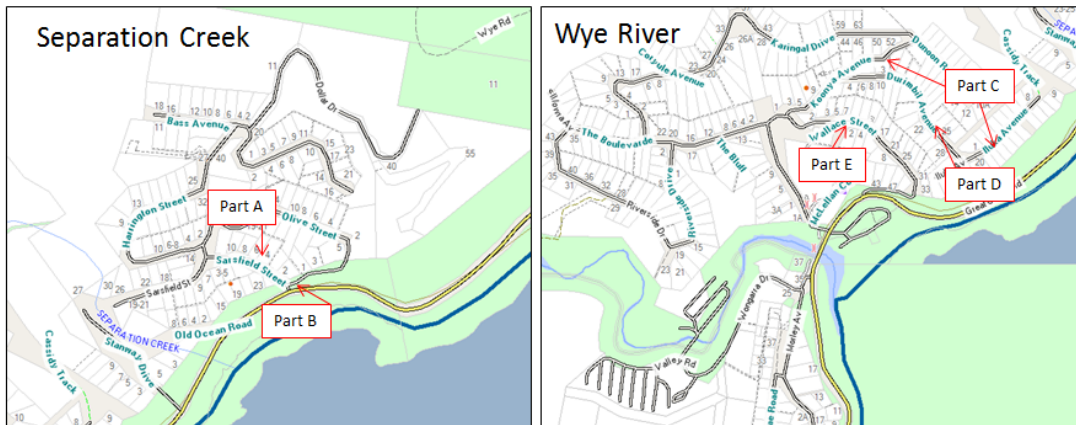
8. OFFICER DIRECT OR INDIRECT INTEREST

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

ORDINARY COUNCIL MEETING
CONTRACT 1920 –
SUPPLY AND INSTALLATION OF WYE RIVER AND
SEPARATION CREEK PITS AND PIPES DRAINAGE
WORKS
OM192703-5

LOCATION / ADDRESS	Wye River and Separation Creek	GENERAL MANAGER	Tony McGann
OFFICER	Frank Castles	DIVISION	Infrastructure & Leisure Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none"> 1. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - 20190320 2. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - Schedule of Drawings - 20190320 3. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - Detailed Design - 20190320 4. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - Schedule of Drawings - 20190320 5. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - Detailed Layout Plan - 20190320 6. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - Drainage Typicals - 20190320 7. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - Drainage Typicals 2 - 20190320 8. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - Drainage Long Sections - 20190320 9. Wye River and Separation Creek Stormwater Management System - Drainage Upgrade - Pit Schedule - 20190320 		
PURPOSE	For Council to approve the supply and installation of pits and pipes drainage works in Wye River and Separation Creek.		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The townships of Wye River and Separation Creek were severely impacted by bushfire on Christmas Day 2015. The immediate damage caused by the fire destroyed over 100 houses and effected more than 140 properties.

The destruction of many of the dwellings and the associated storm water tanks combined with deforested understory in the rainfall catchments has exposed deficiencies in the existing storm water infrastructure.

With careful consideration to the neighbourhood character and requirements to address the issues of erosion control and slope stability the Colac Otway Shire has developed an integrated storm water management plan.

This plan will control the stormwater in the townships by improving the existing table drains, increasing the capacity of drive way culverts, installing kerb and channel, sealing intersections and installing reticulated pits and pipes.

This particular contract is for the works associated with the supply and installation of pits and pipes is an important component of the work. The work is fully funded by the State and Federal Governments and has a budget in the order of \$1.6 million.

3. RECOMMENDATION

That Council:

- 1. Awards Contract No 1920 - Supply and Installation of Wye River and Separation Creek Pits and Pipes Drainage Works A, B, C.1, D, E to Keystone Civil Holdings Pty Ltd.*
- 2. Authorises the Chief Executive to sign the contracts following award of Contract 1920.*

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Tenders closed on 16 January 2019 for the supply and installation of drainage works in Wye River and Separation Creek.

The work is fully funded by the State and Federal Governments and has a budget in the order of \$1.6 million.

The contract is made up of separable portions. Council at its discretion may award individual portions to differing Contractors, or may award all portions to one contractor. The separable portions are made up of six sections:

- Part A – Sarsfield St, Separation Creek
- Part B – Great Ocean Road, Separation Creek
- Part C – Iluka, Wye River
- Part C.1 Koonya, Wye River
- Part D – Durrimbil Avenue, Wye River
- Part E – Wallace St, Wye River
- Part F – Various locations within private properties in Wye River

Tender documents were received from the following Companies:

- Part A
 - o Fitzgerald Civil Construction Pty Ltd
 - o Keystone Civil Holdings Pty Ltd
 - o Langdon Contractors Pty Ltd
 - o Otway Civil Pty Ltd

- Part B
 - o Fitzgerald Civil Construction Pty Ltd
 - o Keystone Civil Holdings Pty Ltd
 - o Langdon Contractors Pty Ltd
 - o Otway Civil Pty Ltd

- Part C
 - o Fitzgerald Civil Construction Pty Ltd
 - o Keystone Civil Holdings Pty Ltd
 - o Langdon Contractors Pty Ltd

- Part C.1
 - o Fitzgerald Civil Construction Pty Ltd
 - o Keystone Civil Holdings Pty Ltd

- Part D
 - o Fitzgerald Civil Construction Pty Ltd
 - o Keystone Civil Holdings Pty Ltd
 - o Otway Civil Pty Ltd

- Part E
 - o Fitzgerald Civil Construction Pty Ltd
 - o Keystone Civil Holdings Pty Ltd

- Part F
 - o Fitzgerald Civil Construction Pty Ltd

Please note that post evaluation, Separable Portion Part F works were cancelled due to budgeting constraints.

KEY INFORMATION

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy* and *Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

Criteria	Weighting
Financial Assessment	50%
Resources and capacity	25%
Experience and track record	20%
Local content	5%

The Tender Evaluation Panel consisted of the following members:

Frank Castles, Manager, Services & Operations

Neil Hocking, Project Manager, Wye River

Boyd Williams, Project Manager, Wye River

The Tender Evaluation Panel deemed all submissions to be compliant and therefore eligible for consideration for the nominated separable sections of all portions as Council sees fit.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The tender was publically advertised via:

Colac Herald	7 December 2018
Geelong Advertiser	8 December 2018
e-Procure (TenderSearch website)	7 December 2018
Colac Otway Shire Council website	7 December 2018

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy* and *Tenders/Quotations and Purchasing Procedure*.

The tender aligns with Council Plan:

- Theme 1 – Our Prosperity – Great Ocean Road
- Theme 2 – Our Places, Assets and Infrastructure, Emergency Management and Capital Works Delivery and
- Theme 4 - Our Leadership and Management, Financial Management and Value for Money.

ENVIRONMENTAL IMPLICATIONS

The works are essential to reinstate storm water drainage systems following the bushfires on Christmas Day 2015.

The contractor must submit an Environmental Management Plan with the project at least 7 days prior to the date of commencement of works.

The contractor will be responsible for the measures to control noise and water emanating from the work sites at all times during the contract.

SOCIAL & CULTURAL IMPLICATIONS

Nil.

ECONOMIC IMPLICATIONS

The works are likely to have a positive benefit to the local economy in relation to accommodation and hospitality service to workers on the project.

LEGAL & RISK IMPLICATIONS

The works reduce landslip risk in Wye River and Separation Creek.

The successful tenderers are required to provide adequate documentation for occupational health and safety requirements including site specific potential hazard assessment for Safe Work Method Statements (SWMS).

The successful tenderers are required to provide appropriate insurance.

By following the tender process Council ensures compliance with its responsibilities under the *Local Government Act 1989*.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The project is externally funded and there are sufficient funds to undertake the works.

7. IMPLEMENTATION STRATEGY

DETAILS

Each tender submitted a provisional works program with the tender. The works must be commenced promptly following the award of the contract and completed within 7 months from award of contract.

COMMUNICATION

Council will engage successful contractor or contractors once the selection process has been finalized.

TIMELINE

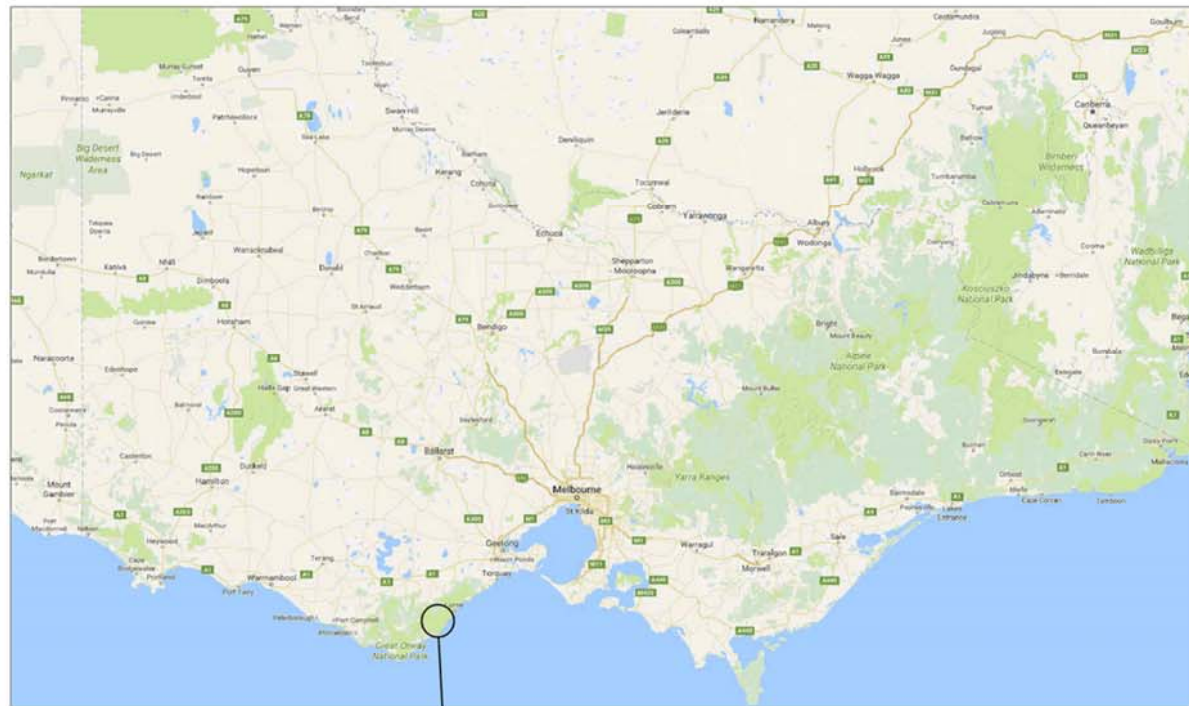
Council Endorsement	27 March 2019
Contract Start Date	To be established
Contract Finish Date	To be established

8. OFFICER DIRECT OR INDIRECT INTEREST

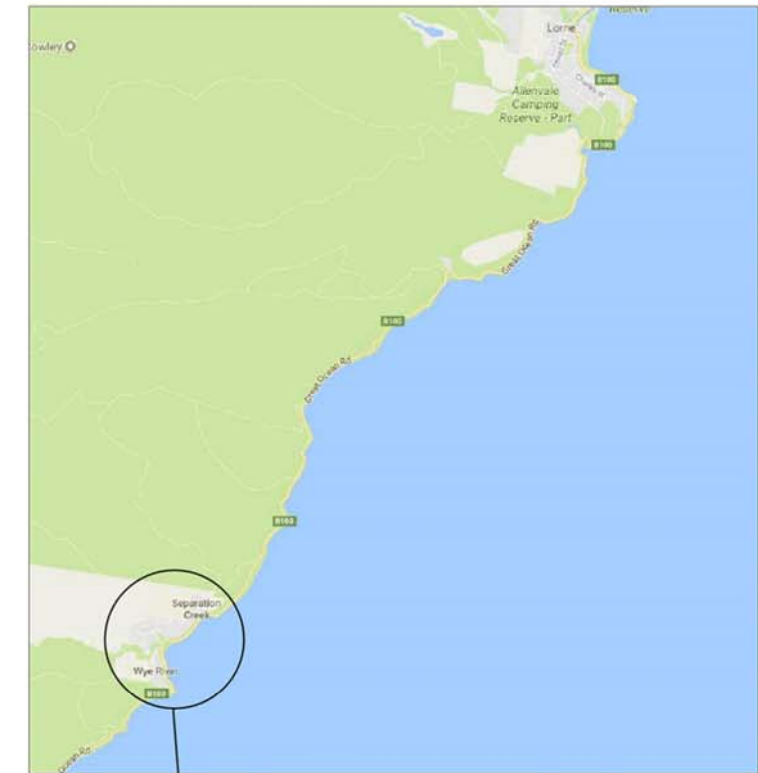
No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

WYE RIVER AND SEPARATION CREEK STORMWATER MANAGEMENT SYSTEM - DURIMBIL & KOONYA DRAINAGE UPGRADE FOR COLAC OTWAY SHIRE

DATE PLOTTED: 21 September 2018 11:21 AM BY: SPENCER BRUCE



LOCALITY PLAN
NOT TO SCALE
SITE OF WORKS



LOCALITY PLAN
NOT TO SCALE
SITE OF WORKS

WARNING
EXTERNAL APPROVAL
THIS DRAWING IS SUBJECT TO THE APPROVAL OF
COLAC OTWAY SHIRE
AND IS A PRELIMINARY ISSUE

XREF: CAD File: I:\a\m\c\01\cardno\proj\2017\0001_0000\071015_WyeRiv_SeparationCreek\Drawings\071015-CI-0017-0018.dwg

Rev	Date	Description	Des	Verif	Appd
3	21/09/18	REVISED TENDER ISSUE	JP	EH	
2	19/06/18	REVISED TENDER ISSUE	JP	EH	
1	09/05/18	FOR TENDER	EH	EH	

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Drawn	SB	Date	09/05/18
Checked	SB	Date	09/05/18
Designed	EH	Date	09/05/18
Verified	EH	Date	09/05/18
Approved		Date	

Client	COLAC OTWAY SHIRE
Project	WYE RIVER AND SEPARATION CREEK STORMWATER MANAGEMENT SYSTEM DETAILED DESIGN
Title	LOCALITY PLAN

Status	FOR TENDER ONLY NOT TO BE USED FOR CONSTRUCTION PURPOSES						
Datum	A.H.D	Metres Ref.	X927.C9	Scale	NTS	Size	A1
Drawing Number	V170115-CI-0017			Revision	3		

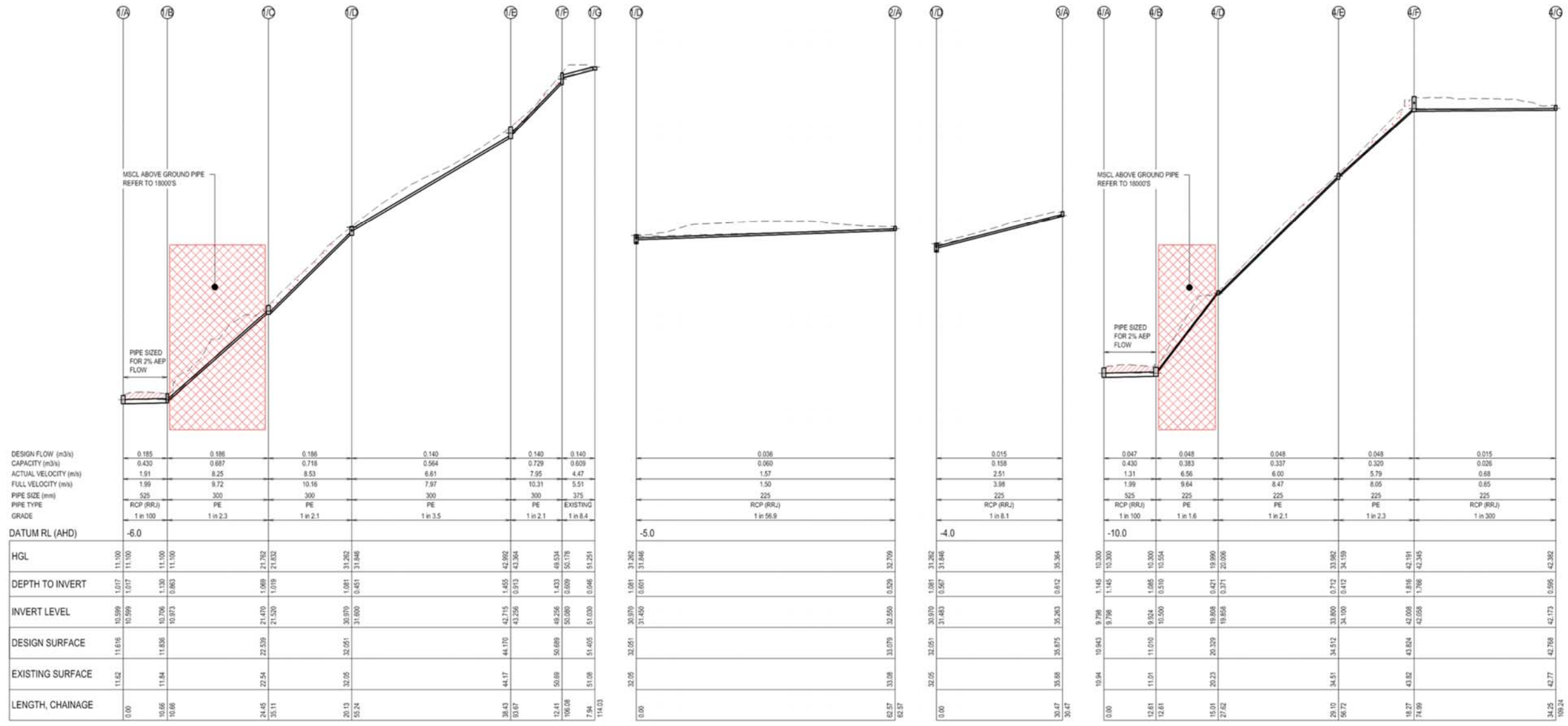
DATE PLOTTED: 18 October 2018 3:19 PM BY: SPENCER BRUCE

XREF: CAD File: M:\2017\2001_0500\171015_WyeRiver_SeparationCreekDrainage\171015-CI-13200-13201.dwg

LEGEND

- EXISTING SURFACE
- DESIGN SURFACE
- DRAINAGE HYDRAULIC GRADE LINE (HGL)
- PROPOSED DRAINAGE
- EXISTING DRAINAGE
- FUTURE DRAINAGE
- PIT NUMBER
- FINE CRUSHED ROCK BACKFILL (FCR) UNDER EX ROADS
- CEMENT TREATED BACKFILL FOR STEEP SLOPES

CONTRACTOR TO VERIFY EXISTING SERVICES CONNECTION LEVELS PRIOR TO CONSTRUCTION. ANY DISCREPANCIES MUST BE IMMEDIATELY IDENTIFIED AND THE SUPERINTENDING NOTIFIED PRIOR TO CONSTRUCTION COMMENCING.



Rev	Date	Description	Des.	Verif.	Appd.
3	19/10/18	REVISED TENDER ISSUE	JMN	EH	
2	19/06/18	REVISED TENDER ISSUE	JP	EH	
1	9/05/18	FOR TENDER	JO	EH	

SCALE H:1:500 V:1:250 @A1

Colac Otway SHIRE

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Cardno
Shaping the Future

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Drawn: J.O. Date: 07/05/18
Checked: S.B. Date: 9/05/18
Designed: J.O. Date: 07/05/18
Verified: E.H. Date: 9/05/18
Approved: Date:

Client: COLAC OTWAY SHIRE
Project: WYE RIVER AND SEPARATION CREEK STORMWATER MANAGEMENT SYSTEM
Title: DETAILED DESIGN
Title: ILUKA AVE DRAINAGE UPGRADE
Title: DRAINAGE LONGSECTIONS AND PIT SCHEDULE
SHEET 1 OF 2

Status: **FOR TENDER ONLY**
NOT TO BE USED FOR CONSTRUCTION PURPOSES

Datum	Metres Rel.	Scale	Size
A.H.D	X927.C9	AS SHOWN	A1

Drawing Number: V170115-CI-13200
Revision: 3

DATE PLOTTED: 21 September 2018 11:21 AM BY: SPENCER BRUCE
XREF: CAD File: I:\unm\01\cardno\proj\2017\0001_00000170115_WyeRiv_ShwMgmt\Drawings\170115-CI-0018.dwg

1. GENERAL
ELECTRONIC PLANS MAY BE PROVIDED TO ASSIST THE CONTRACTOR BUT DO NOT FORM PART OF THE CONTRACT. IN THE CASE OF DISCREPANCY BETWEEN THE ELECTRONIC INFORMATION AND THE HARD COPY PLANS THE HARD COPY PLANS TAKE PRECEDENCE.

2. SURVEY
SURVEY DATUM
THESE PLANS ARE BASED UPON THE EXISTING CONDITIONS SURVEY PREPARED BY TOM GROUP PTY LTD. LEVELS SHOWN ARE TO A.H.D.

SET OUT
THE CONTRACTOR SHALL SET OUT THE WORKS FROM THE NOMINATED DESIGN LINES. SURVEY BENCHMARKS AND CONTROL POINTS SHOWN ON THE PLANS AND TO THE SPECIFIED DETAILS. UPON REQUEST AN ELECTRONIC BASE PLAN OF THE CIVIL DRAWING CAN BE SUPPLIED.
WHERE CARDNO'S COMPUTER MODELS ARE UTILISED FOR SET OUT IT SHALL BE THE CONTRACTORS RESPONSIBILITY TO VERIFY THAT THE PROPOSED VERTICAL AND HORIZONTAL ALIGNMENT ARE CONSISTENT WITH THE INFORMATION SHOWN ON THE DRAWINGS. ANY DISCREPANCY SHALL BE REFERRED TO CARDNO PRIOR TO CONSTRUCTION.

DIMENSIONS
REFERENCES PROTECTION
AS-CONSTRUCTED SURVEY
ALL DIMENSIONS ARE TO INVERT OF KERB OR OUTER EDGE OF LINE MARKING WHERE APPLICABLE
THE CONTRACTOR SHALL MAINTAIN AND PROTECT THE PEGS AND SURVEY MARKS FOR THE DURATION OF THE WORKS.
UPON COMPLETION OF THE CIVIL WORKS THE CONTRACTOR SHALL PROVIDE CERTIFIED AS-CONSTRUCTED PLANS OF THE WORKS AND AN AS-CONSTRUCTED SURVEY OF ALL COLAC OTWAY SHIRE DRAINAGE WORKS IN D SPEC FORMAT OR EQUIVALENT TO COLAC OTWAY SHIRE REQUIREMENTS.

3. EARTHWORKS
GENERAL
EARTHWORKS SHALL BE CARRIED OUT TO THE FINISHED SURFACE LEVELS SHOWN ON THE PLANS AND CROSS SECTIONS. CUT BATTERS SHALL NOT EXCEED 1 IN 5 AND FILL BATTERS SHALL NOT EXCEED 1 IN 6 SLOPE UNLESS INDICATED OTHERWISE IN EROSION AND SEDIMENT CONTROL PLAN.
REFER TO THE GEOTECHNICAL REPORT 3104316 PREPARED BY GHD FOR SITE RECOMMENDATIONS AND SOIL CONDITIONS.

GEOTECHNICAL DATA
SITE STRIP
THE CONTRACTOR SHALL STRIP ALL AREAS SUBJECT TO BULK EARTHWORKS, PAVEMENT CONSTRUCTION OR BUILDING WORKS OF ALL TOPSOIL AND OTHER DELETERIOUS MATERIAL FOR REUSE ON TOP OF TRENCH BACKFILL.
THE CONTRACTOR SHALL OBTAIN 98% STANDARD MINIMUM DRY DENSITY COMPACTION ON ALL FINISHED SUBGRADES AND FORMATIONS.

COMPACTION TO AS1289
FILLING
PRIOR TO THE COMMENCEMENT OF FILLING THE SITE SHALL BE STRIPPED AS NOTED. FILLING IS TO BE CARRIED OUT IN STRICT ACCORDANCE WITH THE SPECIFICATIONS AND AS3798. APPROVED MATERIAL WON FROM SITE OR APPROVED IMPORTED FILL SHALL BE MOISTURE CONDITIONED IN ACCORDANCE WITH THE RECOMMENDATIONS OF THE GEOTECHNICAL REPORT PRIOR TO BEING PLACED IN UNIFORM HORIZONTAL LAYERS OF 200mm MAXIMUM DEPTH AND COMPACTED AS SPECIFIED. ALL FINISHED SURFACES SHALL ACHIEVE A MINIMUM COMPACTION OF 98% STANDARD DRY DENSITY. COMPACTION TESTING OF ALL FILL SHALL BE CARRIED OUT IN ACCORDANCE WITH THE REQUIREMENTS OF AS 3798.

REINSTATEMENT
GENERAL
THE CONTRACTOR SHALL REGRADE, SHAPE, TOPSOIL AND GRASS ALL ADJACENT EXISTING GRASSED AREAS THAT ARE DISTURBED OR ALTERED AS A CONSEQUENCE OF THE PROPOSED WORKS.

4. LANDSCAPING
EXISTING
ALL EXISTING TREES IN THE VICINITY OF THE WORKS AREAS THAT ARE TO BE RETAINED SHALL BE PRUNED, ROOTS CUT & SEALED WHERE THEY EXTEND BENEATH NEW WORKS, BY APPROPRIATELY QUALIFIED PERSONNEL. TREES TO BE REMOVED SHALL HAVE ALL ROOTS GRUBBED OUT AND BE MADE GOOD WITH COMPACTED FILL.

5. SITE CLEARANCE
DEMOLITION
ALL EXISTING REDUNDANT CONCRETE, PAVEMENT, SOIL, RUBBISH AND CONSTRUCTION DEBRIS SHALL BE TAKEN UP AND REMOVED FROM SITE.
PRIOR TO COMPLETION, THE CONTRACTOR SHALL ENSURE THE SITE OF WORKS IS TIDED AND OBTAIN A CLEARANCE FROM THE SUPERVISING ENGINEER OR THE PROJECT MANAGER.

CLEAN UP
GENERAL
PRIOR TO COMPLETION, THE CONTRACTOR SHALL ENSURE THE SITE OF WORKS IS TIDED AND OBTAIN A CLEARANCE FROM THE SUPERVISING ENGINEER OR THE PROJECT MANAGER.

6. DRAINAGE
PIPES
DRAINAGE PIPES ABOVE 2250 TO BE MINIMUM OF CLASS 2 REINFORCED CONCRETE, FRCP OR SRCP (RUBBER RING JOINTED) UNLESS OTHERWISE SPECIFIED. DRAINAGE PIPES UP TO 2250 TO BE SEWER QUALITY UPVC (RUBBER RING JOINTED). COMPACTED CLASS 2 FOR BACKFILL SHALL BE INSTALLED TO PIPES UNDER ROAD PAVEMENTS AND BUILDING SLABS. TRENCHES IN LANDSCAPE AREAS CAN BE BACKFILLED WITH SELECTED CLAY FILL. HOPE PIPES TO BE USED WHEREVER MAX. PIPE FLOWS VELOCITIES EXCEED 6m/s.

EXISTING PIPES
ALL EXISTING PIPES THAT WILL NOW BE BENEATH NEW ROAD PAVEMENT SHALL HAVE THE EXISTING BACKFILL REMOVED AND REPLACED WITH A CRUSHED ROCK BACKFILL COMPACTED TO 98% STANDARD.

PITS
DRAINAGE PITS TO BE CAST IN-SITU CONCRETE PITS AS DETAILED OR APPROVED PRECAST CONCRETE COMPLYING WITH THE RELEVANT AUSTRALIAN STANDARDS. ALL PITS DEEPER THAN 1.0M ARE TO BE PROVIDED WITH APPROVED STEP IRONS AT 300 MAX. CENTRES.

SET OUT
PIT LOCATIONS AND PIPE INVERT LEVELS ARE SPECIFIED ON THE PIT SCHEDULE IN DWG V170115-CI-### AND V170115-CI-###.

7. TRAFFIC MANAGEMENT
GENERAL
TRAFFIC MANAGEMENT SHALL BE ARRANGED BY THE CONTRACTOR FOR THE DURATION OF THE WORKS IN ACCORDANCE WITH AUSTRALIAN STANDARD AS1742.3:2002 FOR CONSTRUCTION TRAFFIC MANAGEMENT AND TO THE SATISFACTION OF ALL PARTIES, INCLUDING THE PROVISION OF ALL NECESSARY SIGNAGE, LIGHTING AND BARRICADING. TRAFFIC FLOWS IN ALL ADJUTING ROADWAYS AND ACCESS TO THE SITE SHALL REMAIN UNIMPEDED FOR THE DURATION OF THE CONTRACT.

8. SERVICES
EXISTING
ALL STATUTORY AUTHORITY SERVICES MUST BE MAINTAINED AND PROTECTED BY THE CONTRACTOR AT ALL TIMES UNLESS

CONTACTS
UTILITY
POWERCOR - BALLARAT 132 206
TELSTRA VICTAS 1800 653 935
COLAC OTWAY SHIRE 03 5232 9400

ADJUSTMENTS
ALL EXISTING PITS AND SERVICE FITTINGS THAT ARE TO REMAIN WITHIN THE PAVEMENT AREAS SHALL BE REBUILT TO MATCH PROPOSED LEVELS AND WHERE APPLICABLE FITTED WITH AN APPROPRIATE HEAVY DUTY, AUTHORITY APPROVED, COVER. ELSEWHERE EXISTING SERVICES SHALL BE ADJUSTED TO SUIT NEW ADJACENT LEVELS. THE RELEVANT AUTHORITY IS TO BE NOTIFIED PRIOR TO ANY WORKS ON THEIR ASSETS AND SERVICES ARE TO BE ADJUSTED BY OR TO THE RELEVANT AUTHORITY REQUIREMENTS

7. INSPECTIONS
GENERAL
ALL WORKS SHALL BE CARRIED OUT IN ACCORDANCE WITH THE APPROVED CONSTRUCTION PROGRAMME TO THE SATISFACTION OF THE SUPERVISING ENGINEER AND SUBJECT TO PERIODICAL INSPECTION AND WRITTEN STAGED APPROVAL. ADDITIONAL INSPECTIONS CAN BE REQUESTED AT 24 HOURS NOTICE.

EXTERNAL
ALL WORKS IN ROAD RESERVATIONS SHALL REQUIRE WRITTEN APPROVAL OF THE COUNCIL'S SUPERINTENDENT AND ARE SUBJECT TO SEPARATE INSPECTIONS. SEVEN DAYS NOTICE TO BE GIVEN OF WORK COMMENCING. THE CONTRACTOR SHALL OBTAIN ALL NECESSARY ROAD OPENING PERMITS AND AUTHORITY APPROVALS PRIOR TO COMMENCING WORKS.

8. KERBS
PROPOSED
WHERE REQUIRED MATCH ALL NEW KERBS TO EXISTING LEVEL NEATLY, ENSURING MINIMUM 1 IN 250 GRADE, SAW CUTTING AND REINSTATING PAVEMENT IN FRONT OF KERB TO FALL TO NEW KERB LEVEL.

9. SPECIFICATIONS
COLAC OTWAY SHIRE AND INFRASTRUCTURE DESIGN MANUAL SPECIFICATIONS SHALL BE USED AS THE GENERAL SPECIFICATION FOR ALL WORKS. IT IS THE CONTRACTOR'S RESPONSIBILITY TO OBTAIN A COPY OF THE CURRENT SPECIFICATIONS, ALL RELEVANT STANDARD DRAWINGS AND ALL ASSOCIATED REVISIONS AND AMENDMENTS ETC.

10. CONTRACT CONDITIONS
GENERAL
ALL WORKS SHALL BE CARRIED OUT IN ACCORDANCE WITH AS 4000-1997 GENERAL CONDITIONS OF CONTRACT.
A 12 MONTHS MAINTENANCE PERIOD WILL APPLY TO THIS CONTRACT UNLESS NOTED OTHERWISE.
CONTRACTOR TO PROVIDE WORK METHOD STATEMENT FOR WORKS ON SLOPES PRIOR TO COMMENCEMENT OF WORKS.
EXCAVATIONS AND OTHER MACHINERY THAT WILL DAMAGE THE ROAD SURFACE IS TO BE FLOATED VIA TRUCK/TRAILOR UNLESS RUBBER TRACKS ARE FITTED. NO EQUIPMENT IS TO BE TRANSPORTED PRIOR TO 7AM MONDAY-FRIDAY AND 8AM SATURDAY AND SUNDAY.
NO WORK IS TO TAKE PLACE OUTSIDE OF THE FOLLOWING HOURS 7AM-4PM MONDAY-FRIDAY AND 7AM-1PM SATURDAY.
A MINIMUM 4 DAY NOTICE IS TO BE GIVEN TO RESIDENTS IF WORKS TO BE UNDERTAKEN WITHIN PRIVATE PROPERTY.
RESIDENTS ARE TO BE CONTACTED TO DISCUSS DRIVEWAY COLOUR PREFERENCE, APRON LENGTH AND CONSTRUCTION TIMING.

SCHEDULE OF DRAWINGS	
DRAWING No.	DESCRIPTION
V170115-CI-0017	LOCALITY PLAN
V170115-CI-0018	GENERAL NOTES AND DRAWING SCHEDULE
PITS AND PIPES	
DURIMBL AND KOONYA	
V170115-CI-14000	KOONYA AVE DRAINAGE UPGRADE DETAILED LAYOUT PLAN
V170115-CI-14100	KOONYA AVE DRAINAGE UPGRADE DRAINAGE TYPICALS SHEET 1 OF 2
V170115-CI-14101	KOONYA AVE DRAINAGE UPGRADE DRAINAGE TYPICALS SHEET 2 OF 2
V170115-CI-14200	KOONYA AVE DRAINAGE UPGRADE DRAINAGE LONGSECTIONS AND PIT SCHEDULE

WARNING
EXTERNAL APPROVAL
THIS DRAWING IS SUBJECT TO THE APPROVAL OF
COLAC OTWAY SHIRE
AND IS A PRELIMINARY ISSUE

Rev	Date	Description	Des	Verif	Appd
3	21/09/18	REVISED TENDER ISSUE	JP	EH	
2	19/09/18	REVISED TENDER ISSUE	JP	EH	
1	09/05/18	FOR TENDER	EH	EH	

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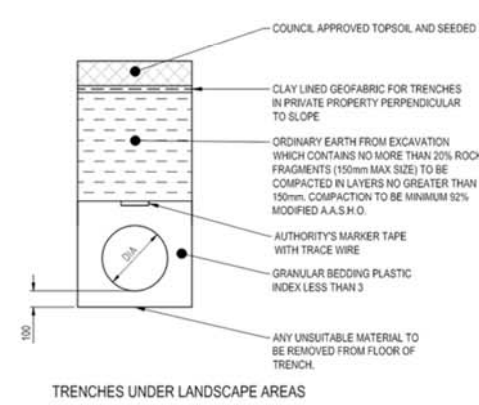


Drawn	SB	Date	09/05/18
Checked	SB	Date	09/05/18
Designed	EH	Date	09/05/18
Verified	EH	Date	09/05/18
Approved		Date	

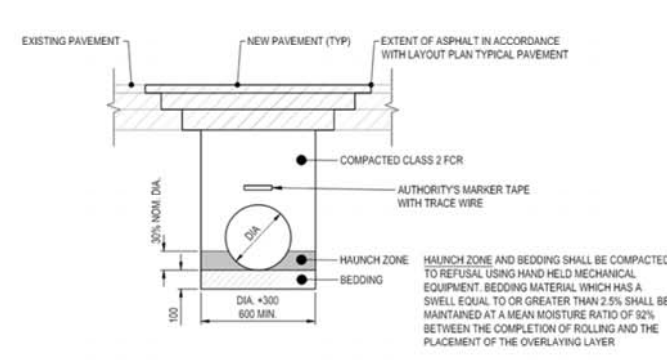
Client	COLAC OTWAY SHIRE
Project	WYE RIVER AND SEPARATION CREEK STORMWATER MANAGEMENT SYSTEM
Title	GENERAL NOTES AND DRAWING SCHEDULE

Status				FOR TENDER ONLY				
NOT TO BE USED FOR CONSTRUCTION PURPOSES								
Datum	A.H.D	Mailways Ref.	X927.C9	Scale	NTS	Size	A1	
Drawing Number	V170115-CI-0018						Revision	3

DATE PLOTTED: 21 September 2018 11:22 AM BY: SPENCER BRUCE
 XREF: \\SRV170115\DRAWINGS\TYPICALS\WV170115\ROADWORKS_TYPICALS\CAD File: launited\01_cardno\cpl\cardno\20170901_05000170115_WyeRiver_SeparationCreekStormwaterDrainage\0170115-CI-14100-14101.dwg



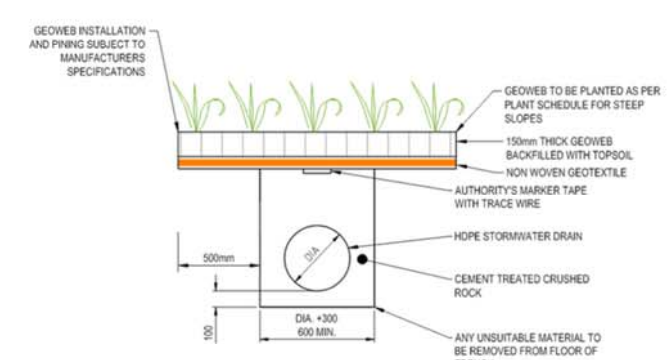
TRENCHES UNDER LANDSCAPE AREAS



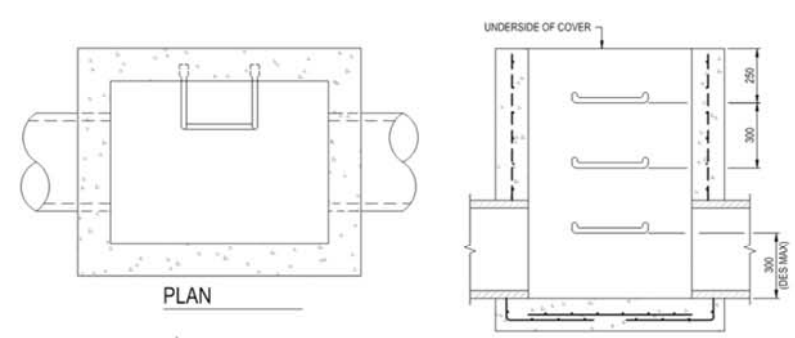
TRENCHES UNDER ROADS

PIPE TRENCH DETAILS
NOT TO SCALE

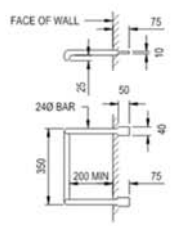
PLANT SCHEDULE FOR SLOPES STEEPER THAN 1 IN 2				
BOTANICAL NAME	COMMON NAME	PLANT DENSITY	NOTES	
GOODEA OVATA	HOP GOODEA	1-2 PLANTS PER 50m ²	DISPERSED PLANTING AND PLANT AT TOP OF BANKS/TRANSITION BETWEEN ROAD AND PIPE TRENCH	
CORREA ALBA	WHITE CORREA	1-2 PLANTS PER 50m ²	DISPERSED PLANTING AND IMMEDIATELY UPSTREAM OF PITS	
POA POAIFORMIS	COAST TUSsock-GRASS	5 PLANTS PER 5m ²	PLANT IN CLUMPS OF 5	
LOMANDRA LONGIFOLIA	MAT RUSH	1-2 PLANTS PER 50m ²	DISPERSED PLANTING	
ENCHYLAENA TOMENTOSA	RUBY SALTBUSH	1-2 PLANTS PER 50m ²	DISPERSED PLANTING	
MICROLAENA STIPOIDES	WEEPING GRASS	10g/m ²	BEGIN WITH A WEED FREE SEED BED, SOW SEED 10-15mm BELOW THE SOIL SURFACE	



TRENCHES FOR PIPE AND EMBANKMENT SLOPES STEEPER THAN 1 IN 2

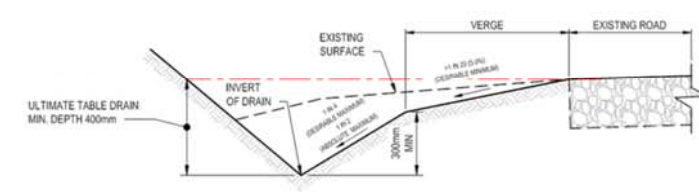


PLAN

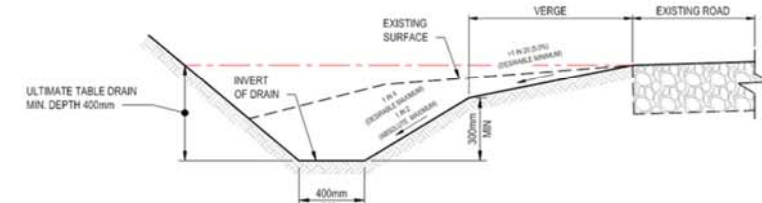


- NOTES:
- PITS DEEPER THAN 1000mm SHALL BE FITTED WITH STEP IRONS.
 - STEP IRONS SHALL BE LOCATED:
 - DIRECTLY BELOW THE OPENINGS IN THE COVER
 - DESIRABLY ON A WALL WITHOUT PIPE OPENINGS
 - DESIRABLY ON ONE OF THE LONG SIDES OF THE PIT
 - MATERIAL FOR STEP IRONS SHALL BE STRUCTURAL GRADE 250 TO AS 1204.
 - STEP IRONS SHALL HAVE SHARP EDGES ROUNDED AND HOT DIP GALVANIZED AFTER FABRICATION.
 - PROPRIETY STEPS SUCH AS THE GATIC P52 PF POLYPROPYLENE STEPS (OR APPROVED ALTERNATIVE) MAY BE USED. THESE SHALL BE INSTALLED ACCORDING TO THE MANUFACTURERS INSTRUCTIONS.

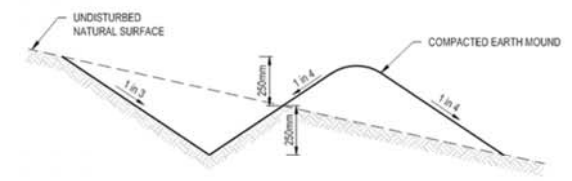
STEP IRON DETAIL
NOT TO SCALE



TYPICAL TABLE DRAIN (TYPE-A)
NOT TO SCALE



TYPICAL TABLE DRAIN (TYPE-C)
NOT TO SCALE



TYPICAL MOUNDED CATCH DRAIN (TYPE-F)
NOT TO SCALE
NOTE: DRAINS TO BE GRADED TO NOMINATED OUTLETS. FINISH WITH 100mm TOPSOIL.

Rev	Date	Description	Des	Verif	Appd
3	21/09/18	REVISED TENDER ISSUE	JP	EH	
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1	9/05/18	FOR TENDER	JO	EH	



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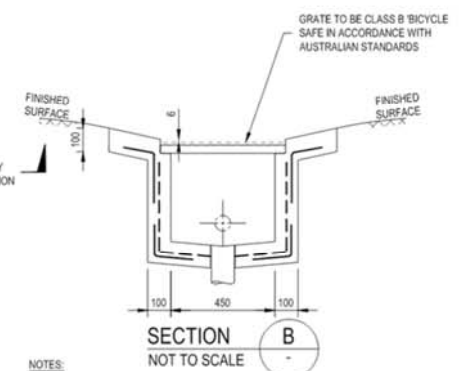
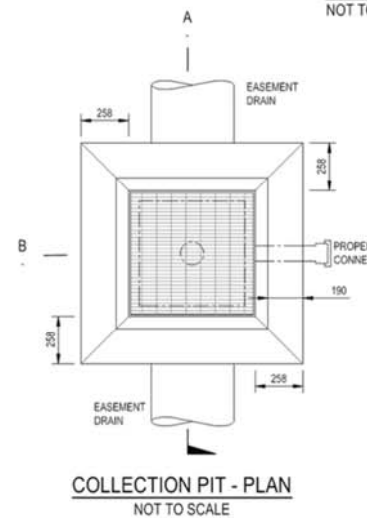
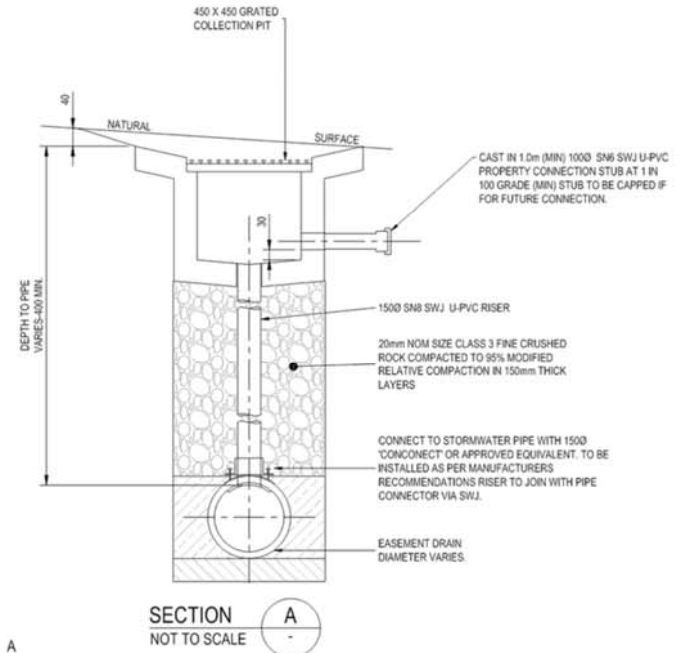
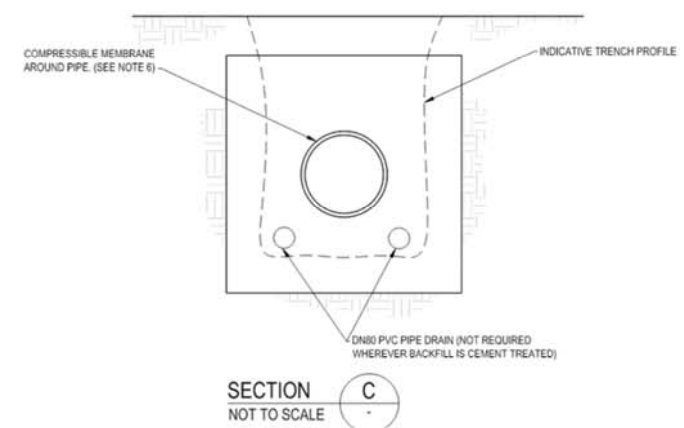
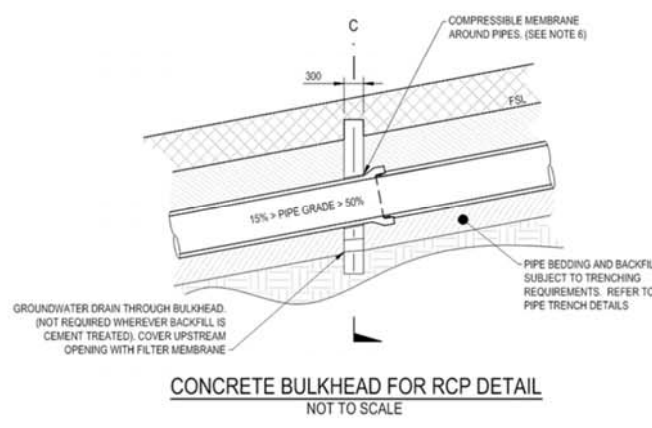
Drawn	J.O.	Date	07/05/18
Checked	S.B.	Date	9/05/18
Designed	J.O.	Date	07/05/18
Verified	E.H.	Date	9/05/18
Approved		Date	

Client: COLAC OTWAY SHIRE
 Project: WYE RIVER AND SEPARATION CREEK STORMWATER MANAGEMENT SYSTEM
 Detailed Design DURIMBILL AVE AND
 Title: KOONYA AVE DRAINAGE UPGRADE DRAINAGE TYPICALS SHEET 1 OF 2

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Date:	Author:	Scale:	Size:
A.H.D	X927.C9	NTS	A1
Drawing Number: V170115-CI-14100			Revision: 3

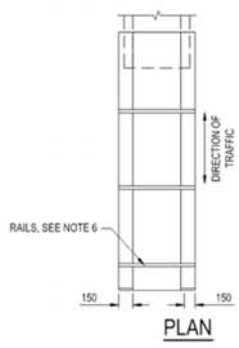
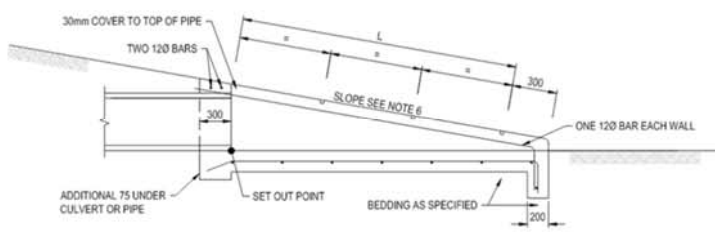
DATE PLOTTED: 21 September 2018 11:22 AM BY: SPENCER BRUCE

- BULKHEAD NOTES:**
1. BULKHEADS ARE REQUIRED FOR PIPES 300mm DIAMETER OR GREATER
 2. BULKHEAD TO BE LOCATED DIRECTLY BEHIND DOWNSTREAM OF COLLAR SO AS NOT TO ENCASE THE JOINT
 3. LOCATE BULKHEAD AT A RETAINING WALL UNDER THE WALL
 4. KEY CONCRETE BULKHEADS INTO SIDES AND BOTTOM OF TRENCH AGAINST A BEARING SURFACE OF UNDISTURBED SOIL
 5. CONCRETE TO BE CLASS N25
 6. DO NOT DEFORM PIPES DURING PLACEMENT OF CONCRETE
 7. PROVIDE CONTINUOUS DRAINAGE PATH THROUGH BULKHEADS
 8. COMPRESSIBLE MEMBRANE AROUND PIPE TO BE 3 THICK RUBBER FOR BULKHEADS ON SLOPES
 9. GROUNDWATER DRAIN THROUGH BULKHEAD IS NOT REQUIRED WHEREVER BACKFILL IS CEMENT TREATED
 10. GROUNDWATER DRAINS THROUGH BULKHEADS SHALL BE FILLED WITH FIBREGLASS WOOL OR OTHER APPROVED FILTER MATERIAL
 11. BULKHEADS SHALL BE CONSTRUCTED AT EVERY SECOND JOINT WHERE PIPE GRADES EXCEED 1% (1 in 6.7) AND CEMENT TREATED BACKFILL IS NOT SPECIFIED. REFER TYPICAL DETAIL.



- NOTES:**
1. EDGE CONCRETE AROUND PERIMETER OF GRATE
 2. TOP OF GRATE 40mm (min) BELOW FINISHED SURFACE.
 3. DO NOT BOND GRATE TO CONCRETE TO ALLOW EASY ACCESS TO PIT.
 4. CONCRETE TO BE SMOOTH TROWELLED FINISH.
 5. GRATE FRAME TO BE OILED IF INSTALLED IN WET CONCRETE.
 6. CONCRETE STRENGTH FC = 25MPa (MIN) AT 28 DAYS
 7. SEAL UP AND MAKE GOOD PIPE CONNECTION / INSERTION TO PIT.
 8. PROPERTY CONNECTION MIN 1000 PIPE AS PER CLAUSE 16.10.2 (PIPE DIAMETERS).

EASEMENT DRAIN CONNECTION - PITS NOT TO SCALE



- NOTES:**
1. REINFORCEMENT, S/L1 UNLESS OTHERWISE SPECIFIED, SHALL BE CONTINUOUS AROUND CORNERS AND LOCATED AS SHOWN. CLEAR COVER 50 MIN. LAPS, FABRICS 300 MIN., BARS 25XBAR
 2. DIAMETER MIN.
 3. CONCRETE STRENGTH N22 AT 28 DAYS
 4. EXPOSED EDGES SHALL HAVE 20x20 CHAMFERS
 5. RAILS WITHIN SECTION 'L' SHALL BE EVENLY SPACED. THE MAXIMUM SPACING SHALL NOT EXCEED 600mm.
 6. RAILS ARE 60.3mm DIAMETER GALVANIZED TUBES 5.4mm THICK. THESE ARE TO BE GROUTED INTO THE SLOTS IN THE WALLS.
- SLOPE OF ENDWALL TO MATCH BATTER SLOPE MAXIMUM SLOPE 4 TO 1.

'L' (mm)	TOTAL NUMBER OF RAILS
100-400	1
601-1200	2
1201-1800	3
1801-2400	4

DRIVEABLE ENDWALL TYPE 1 NOT TO SCALE

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Drawn	Date	Client
J.O.	07/05/18	COLAC OTWAY SHIRE
Checked	Date	Project
S.B.	9/05/18	WYE RIVER AND SEPARATION CREEK STORMWATER MANAGEMENT SYSTEM
Designed	Date	Task
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E.H.	9/05/18	KOONYA AVE DRAINAGE UPGRADE
Approved	Date	Sheet
		DRAINAGE TYPICALS SHEET 2 OF 2

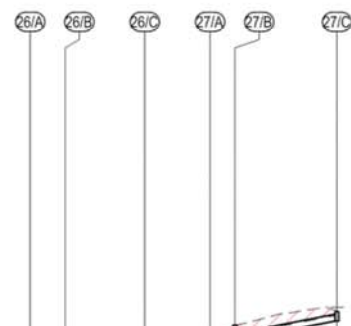
Status			
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Datum	Scale	Size	Revision
A.H.D	X927.C9	NTS	A1
Drawing Number			
V170115-CI-14101			

Drawing Number		Revision
V170115-CI-14101		3

LEGEND

- EXISTING SURFACE
- DESIGN SURFACE
- DRAINAGE HYDRAULIC GRADE LINE (HGL)
- PROPOSED DRAINAGE
- EXISTING DRAINAGE
- FUTURE DRAINAGE
- PIT NUMBER
- FINE CRUSHED ROCK BACKFILL (F05) UNDER EX ROADS
- CEMENT TREATED BACKFILL FOR STEEP SLOPES

CONTRACTOR TO VERIFY EXISTING SERVICES CONNECTION LEVELS PRIOR TO CONSTRUCTION. ANY DISCREPANCIES MUST BE IMMEDIATELY IDENTIFIED AND THE SUPERINTENDENT NOTIFIED PRIOR TO CONSTRUCTION COMMENCING.

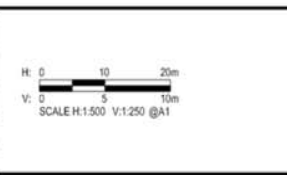


PIT NO	LOCATION		TYPE	INTERNAL		PIT COVER LEVEL	CLASS (AS 3996)	DEPTH	INLET		OUTLET		COMMENTS
	EASTING	NORTHING		WD	LEN				DIA	INV LEV	DIA	INV LEV	
26/A	751612.698	5720078.046	DEW			47.469	D	0.53	525	46.944			DRIVEABLE ENDWALL REFER TYPICAL DETAIL
26/B	751617.593	5720075.815	JP	900	900	48.723	D	1.73	525	47.048	525	46.988	JUNCTION PIT IN ROAD RESERVE. REFER IDM SD 405.
26/C	751625.161	5720085.305	GEP	900	900	49.807	D	2.08			525	47.732	REFER IDM SD 405 WITH GRATED CLASS D COVER
27/A	751603.810	5720121.607	DEW			56.865	D	0.53	525	56.340			DRIVEABLE ENDWALL REFER TYPICAL DETAIL
27/B	751602.570	5720125.210	JP	1050	600	57.741	D	1.19	525	56.600	525	56.550	JUNCTION PIT IN ROAD RESERVE. REFER IDM SD 405.
27/C	751602.724	5720137.300	GEP	900	600	59.790	D	1.72			525	58.064	REFER IDM SD 405 WITH GRATED CLASS D COVER

- NOTES:**
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 - PITS DEEPER THAN 1.00m SHALL BE FITTED WITH STEPRONS. FIRST STEPRON TO BE 300mm FROM THE BOTTOM OF THE PIT.
 - COVER LEVELS TO BE SET TO MATCH THE FINISHED SURFACE PROFILES AND ADJACENT CONSTRUCTION.
 - GP = GRATED PIT, GSEP = SIDE ENTRY PIT GRATED, DGSEP = DOUBLE SIDE ENTRY PIT GRATED, SEP = SIDE ENTRY PIT, DSEP = DOUBLE SIDE ENTRY PIT, JP = JUNCTION PIT, EP = END OF PIPE, EW = ENDWALL, DEW = DRIVEABLE ENDWALL.
 - UNLESS OTHERWISE SPECIFIED, PIT TYPES REFER TO IDM STANDARD DRAWINGS
 - FIGURE SD 405 UNHAUNCHED PITS (4500 MAX. PIPE)
 - FIGURE SD 410 HAUNCHED PITS (MIN 5250 PIPE)
 - FIGURE SD 420 JUNCTION PIT IN ROAD RESERVE
 - FIGURE SD 426 JUNCTION PIT WITH NON-CONCRETE COVER (NON TRAFFICABLE AREAS)
 - FIGURE SD 441 GRATED SIDE ENTRY PIT WITH LIGHTWEIGHT COVER & CONCRETE SURROUND FOR 'SM2-M'
 - FIGURE SD 455 DEPRESSION GRATED PIT
 - FIGURE SD 460 INLET CATCH PIT
 - FIGURE SD 465 REINFORCED CONCRETE WINGWALL (IN-SITU)
 - FIGURE SD 470 CONCRETE ENDWALL FOR PIPES UP TO 300mmØ (WALKWAYS, PATHS AND TRACKS)
 - FIGURE SD 480 GRATED PIT FOR SM2 MODIFIED KERB & CHANNEL
 - FIGURE SD 481 ALTERNATE GRATED PIT FOR SM2 MODIFIED KERB & CHANNEL 'SM2-M' - UPSTREAM PIT ONLY
 - FIGURE SD 496 MODIFIED EXISTING PIT TO GRATED PIT IN VEHICLE CROSSING / LAYBACK
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 - ALL GRATED SIDE-ENTRY PITS TO HAVE MIN 100mm THICK CONCRETE APRON BETWEEN GRATE AND ASPHALT. REFER IDM STANDARD DRAWINGS.
 - PITS WITHIN ROAD PAVEMENT, VEHICLE CROSSINGS OR WITHIN 0.75m OF A VEHICLE CROSSING, TO HAVE CLASS D CAST IRON LOCK DOWN LIDS. LID INFILL COLOURED TO MATCH ROAD SURFACE.
 - ALL PITS WITHIN ROAD TO BE CONSTRUCTED WITH 32 MPa CONCRETE WITH SLS2 MESH IN WALLS AND BASE.
 - CONTRACTOR TO VERIFY EXISTING SERVICES CONNECTION LEVELS PRIOR TO CONSTRUCTION. ANY DISCREPANCIES MUST BE IMMEDIATELY IDENTIFIED AND THE SUPERINTENDENT NOTIFIED PRIOR TO CONSTRUCTION COMMENCING.

	26/A	26/B	26/C	27/A	27/B	27/C
DESIGN FLOW (m ³ /s)	0.384	0.385		0.370	0.371	
CAPACITY (m ³ /s)	0.432	1.021		1.014	1.318	
ACTUAL VELOCITY (m/s)	2.25	4.39		4.30	5.23	
FULL VELOCITY (m/s)	2.00	4.72		4.69	6.09	
PIPE SIZE (mm)	525	525		525	525	
PIPE TYPE	RCP (RRJ)	RCP (RRJ)		RCP (RRJ)	RCP (RRJ)	
GRADE	1 in 100	1 in 17.7		1 in 18.1	1 in 10.6	
DATUM RL (AHD)	10.0			17.0		
HGL	47.316	47.331		56.560	56.560	
DEPTH TO INVERT	0.216	0.216		0.002	0.002	
INVERT LEVEL	48.044	48.044		56.560	56.560	
DESIGN SURFACE	47.469	47.723		56.865	57.741	
EXISTING SURFACE	47.16	47.72		56.34	57.74	
LENGTH, CHAINAGE	0.00	5.38	5.38	12.14	17.52	18.49

Rev	Date	Description	Des	Verif	Appd
3	21/09/18	REVISED TENDER ISSUE	JP	EH	
2	19/09/18	REVISED TENDER ISSUE	JP	EH	
1	9/05/18	FOR TENDER	JO	EH	



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Cardno
Shaping the Future

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Web: www.cardno.com.au

Drawn	JO	Date	07/05/18
Checked	SB	Date	09/05/18
Designed	JO	Date	07/05/18
Verified	EH	Date	09/05/18
Approved		Date	

Client: COLAC OTWAY SHIRE
Project: WYE RIVER AND SEPARATION CREEK STORMWATER MANAGEMENT SYSTEM
Detailed Design DURIMBILL AVE AND
Title: KOONYA AVE DRAINAGE UPGRADE DRAINAGE LONGSECTIONS

Status: FOR TENDER ONLY			
NOT TO BE USED FOR CONSTRUCTION PURPOSES			
Datum	A.H.D	Scale	AS SHOWN
Size			A1
Drawing Number	V170115-CI-14200		Revision
			3

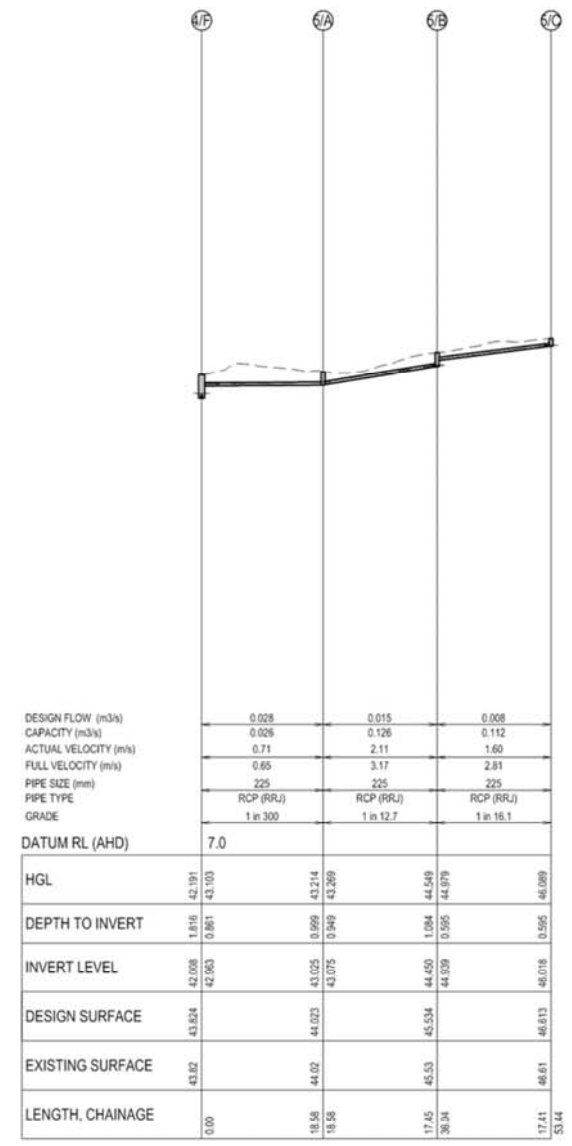
DATE PLOTTED: 18 October 2018 11:18 PM BY: SPENCER BRUCE

PROJECT: CAD File: M:\2017\0001_0500\170115_WyeRiver_SeparationCreek\Drawings\170115-CI-13201-13201.dwg

LEGEND

- EXISTING SURFACE
- DESIGN SURFACE
- DRAINAGE HYDRAULIC GRADE LINE (HGL)
- PROPOSED DRAINAGE
- EXISTING DRAINAGE
- FUTURE DRAINAGE
- PIT NUMBER
- ▨ FINE CRUSHED ROCK BACKFILL (F03) UNDER EX ROADS
- ▨ CEMENT TREATED BACKFILL FOR STEEP SLOPES

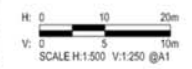
CONTRACTOR TO VERIFY EXISTING SERVICES CONNECTION LEVELS PRIOR TO CONSTRUCTION. ANY DISCREPANCIES MUST BE IMMEDIATELY IDENTIFIED AND THE SUPERINTENDENT NOTIFIED PRIOR TO CONSTRUCTION COMMENCING.



PIT NO	LOCATION		TYPE	INTERNAL		PIT COVER LEVEL	CLASS (AS 3996)	DEPTH	INLET		OUTLET		COMMENTS
	EASTING	NORTHING		WD	LEN				DIA	INV LEV	DIA	INV LEV	
1A	752134.692	5720044.329	HEADWALL	600	900	11.616		1.02	525	10.599			REFER VIC ROADS SD 1921. 40Mpa CONCRETE PIT REQUIRED
1B	752127.338	5720052.048	GEP	1000	750	11.836	D	1.13	300	10.973	525	10.708	REPLACE EXISTING PIT WITH VICROADS SD 1421 WITH LOCKABLE GRATED COVER. 40Mpa CONCRETE PIT REQUIRED. CONNECTION OF 300MMSL PIPE DETAILED AS PART OF THE 18000'S SHEET SET INTO PIT IS TO BE FLEXIBLE TO ALLOW FOR EXPANSION AND CONTRACTION OF PIPE
1C	752108.331	5720067.421	GEP	900	900	22.530	B	1.07	300	21.520	300	21.470	REFER IDM SD 405 WITH LOCKABLE GRATED COVER. 40 Mpa CONCRETE PIT
1D	752092.675	5720080.082	JP	900	900	32.051	B	1.06	300	31.600	300	30.970	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN. 40 Mpa CONCRETE PIT
									225	31.450			
									225	31.483			
1E	752064.820	5720106.555	JP	900	900	44.170	B	1.46	300	43.256	300	42.715	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN. 40 Mpa CONCRETE PIT
1F	752055.976	5720115.267	JP	600	600	50.689	D	1.43	375	50.080	300	49.256	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN. 40 Mpa CONCRETE PIT
1G	752050.737	5720121.234	HEADWALL	900	900	51.405		0.38			375	51.030	REINFORCED CONCRETE WINGWALL. REFER IDM SD 465
2A	752132.536	5720128.319	JP	600	600	33.079	B	0.53			225	32.550	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN
3A	752066.849	5720063.909	JP	600	600	35.875	B	0.61			225	35.263	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN
4A	752059.838	5719977.500	HEADWALL	600	900	10.943		1.15	525	9.798			REFER VIC ROADS SD 1921. 40Mpa CONCRETE PIT REQUIRED
4B	752053.430	5719988.356	GEP	1000	750	11.010	D	1.09	225	10.500	525	9.924	REPLACE EXISTING PIT WITH VICROADS SD 1421 WITH LOCKABLE GRATED COVER. 40Mpa CONCRETE PIT REQUIRED. 300 MMSL PIPE TO CONNECT INTO LID OF PIT AS DETAILED IN THE 18000'S SHEET SET. CONNECTION TOP BE FLEXIBLE TO ALLOW FOR EXPANSION AND CONTRACTION OF PIPE
4D	752041.772	5719997.812	GEP	600	600	20.329	B	0.52	225	19.858	225	19.808	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN. 40 Mpa CONCRETE PIT
4E	752016.855	5720012.848	JP	600	600	34.512	B	0.71	225	34.100	225	33.800	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN
4F	752005.219	5720027.701	JP	900	900	43.824	B	1.82	225	42.058	225	42.008	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN. 40 Mpa CONCRETE PIT
									225	42.963			
4G	752032.042	5720050.202	JP	600	600	42.768	B	0.60			225	42.173	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN
5A	751992.091	5720015.633	JP	900	600	44.023	B	1.00	225	43.075	225	43.025	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN
5B	751976.496	5720007.793	JP	900	600	45.534	B	1.06	225	44.939	225	44.450	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN
5C	751960.943	5719999.974	JP	600	600	46.613	B	0.60			225	46.018	REFER IDM SD 405 WITH LOCKABLE TERRAFIRMA COVER COLOURED GREEN

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Rev	Date	Description	Des.	Verif.	Appd.
3	19/10/18	REVISED TENDER ISSUE	JMN	EH	
2	19/06/18	REVISED TENDER ISSUE	JP	EH	
1	9/05/18	FOR TENDER	JO	EH	



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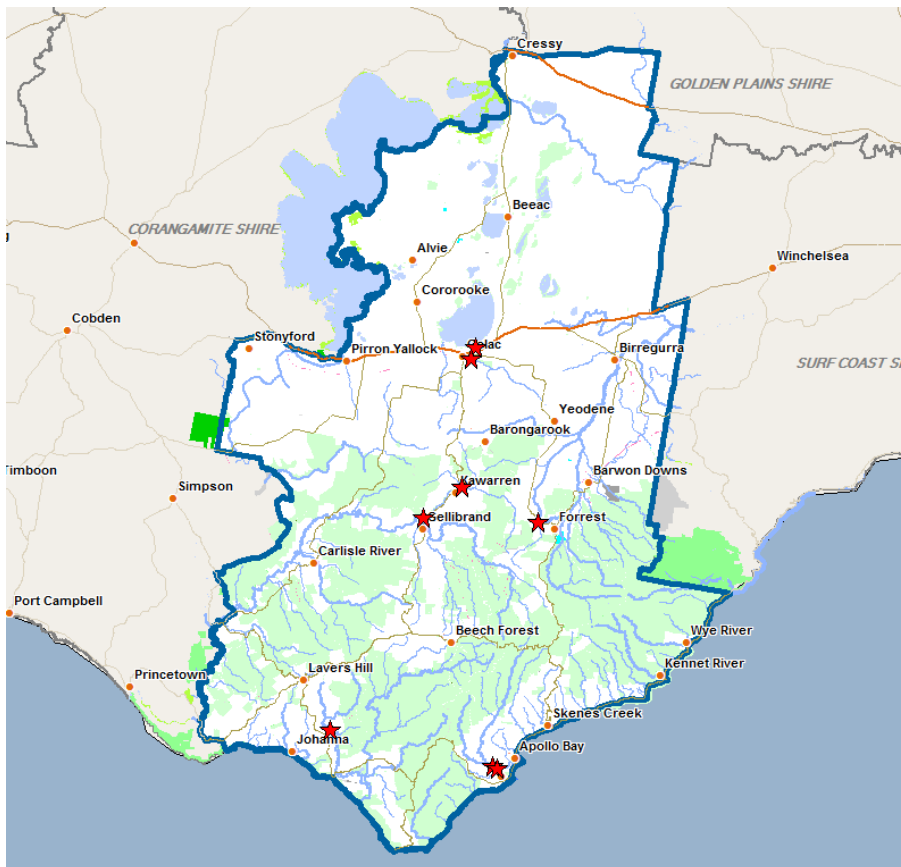
Drawn: J.O.	Date: 07/05/18	Client: COLAC OTWAY SHIRE
Checked: S.B.	Date: 9/05/18	Project: WYE RIVER AND SEPARATION CREEK STORMWATER MANAGEMENT SYSTEM
Designed: J.O.	Date: 07/05/18	Task: DETAILED DESIGN
Verified: E.H.	Date: 9/05/18	Title: ILUKA AVE DRAINAGE UPGRADE DRAINAGE LONGSECTIONS AND PIT SCHEDULE SHEET 2 OF 2
Approved:	Date:	Status: FOR TENDER ONLY
Drawing Number: V170115-CI-13201		Revision: 3

NOT TO BE USED FOR CONSTRUCTION PURPOSES

ORDINARY COUNCIL MEETING
**CONTRACT 1922 –
 BRIDGE WORKS PROGRAM 2018/19**
 OM192703-6

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Tony McGann
OFFICER	Dale Barrow	DIVISION	Infrastructure & Leisure Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To award the bridge work program contract.		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

The 2018/19 Bridge Works Program is one of the Colac Otway Shire Council annual capital works programs and is designed to ensure bridges throughout the shire are in a safe and operable condition.

Tenders have been received for remediation works to 8 nominated bridges. Under this program Level 2 bridge inspections are carried out by an external consultant to identify works required to remedy structural defects and environmental erosion, as well as to improve road user safety.

The contract is a lump sum contract. The start date begins on the day of awarding and the completion date 30 June 2019.

3. RECOMMENDATION

That Council:

- 1. Awards Contract 1922, 2018/2019 Bridge Work Program, at the lump sum price referred to in the confidentially distributed document pertaining to this contract.**
- 2. Authorises the Chief Executive to sign the contracts following award of Contract 1922.**
- 3. Requests that the Chief Executive ensures the contract price is listed on Council's website once steps listed in point 2 have been completed.**

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Bridges are a vital component of road infrastructure and are subject to increasing traffic loads from residential, tourism and industrial vehicles as well as being impacted and compromised by environmental degradation from weather and flooding. Most of the nominated bridges were constructed in 1950s and are approaching 70 years of age and work is needed to maintain the bridges structural integrity and to address erosion.

The bridge work program is expected to achieve following outcomes.

- Road safety benefits of providing continued and reliable access throughout the Shire road network
- Improved traffic control and road user safety with new approach guarding and signage
- Extended bridge life span by correcting localised erosion and reducing scouring
- Ensuring reliable bridge loading capacity by treating spalled, cracked and honeycombed structural components
- Clearing the watercourse of vegetation and removing debris build up to improve water flow and reduce likelihood of bridge damage during floods
- Enhance the capacity for safe travel by improving drainage and bridge deck and approach road surfaces

Council's Infrastructure and Leisure Services Division allocates funds for the maintenance and upkeep of bridges throughout the shire.

Under this program an external consulting bridge inspector was engaged to conduct level 2 inspections, and from these inspections the following bridges have been identified and prioritised for works in the 2018/19 Bridge Work Program:

Bridge Number	Name
CS020	Barham River Road Bridge over Barham River West Branch
CS024	Roadknight Creek Bridge over Roadknight Creek
CS026	Wonga Road Bridge over Loves Creek
CS030	Aire Settlement Road Bridge over Ford River
CS045	McPhees Access Bridge over Barham River
CS(BR)139	Chapel Street Bridge over Barongarook Creek
CS297	Wilson Street Bridge over Barongarook Creek
CS298	Kawarren Recreation Reserve over Loves Creek

KEY INFORMATION

Tender Submissions

The Tender was advertised on the e-Procure website and Colac Otway Shire Council website on Friday 1st February 2019.

Three suppliers accessed to the Councils RFQ documents via Vendor Panel. These companies were:

DC Projects Pty Ltd

AWS Services Vic Pty Ltd

Langdon Contractors Pty Ltd

Evaluation of Tenders

Tenders were evaluated in accordance with Council's *Procurement Policy and Tenders/Quotations and Purchasing Procedure*, taking into account the following weighted selection criteria:

Scoring Criteria

<u>Criteria</u>	<u>Weight</u>
Price	35%
Resources and Capacity	30%
Experience and Track Record	30%
Economic Contribution to Colac Otway Shire	5%

The TEP reviewed the content of the tender submissions independently and in the absence of pricing details.

Given the all tender bids were above the allocated budget for this project, the TEP determined that the pricing schedules were to be revised to further define the necessary scope of works by quantifying measurements and specifying details and distributed back to the tenderers requesting a re-price.

DC Projects Pty Ltd has demonstrated that they have the resources and capacity to undertake this project. The company has demonstrated a large quantity of past works for VicRoads and various Councils in the past, the staff profile of the company has demonstrated that they have good understanding of this type of work and the company profile indicates they have the required plant and equipment available.

The TEP recommends awarding the contract to DC Projects Pty Ltd as the tender submission received from DC Projects Pty Ltd is the best value submission based on the TEP assessment.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

The tender was publically advertised.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

Procuring services through a tender process aligns with Council's goal of providing value for money services for our community.

ENVIRONMENTAL IMPLICATIONS

DC Projects Pty Ltd provided a suitable environmental plan that will be actively supervised by Council staff throughout the contract term.

SOCIAL & CULTURAL IMPLICATIONS

Will be addressed and managed as required.

ECONOMIC IMPLICATIONS

Support of local businesses assists the local economy. Local content is a scoring factor in the tender assessment.

LEGAL & RISK IMPLICATIONS

In their tender submission the preferred tenderer, DC Projects Pty Ltd, demonstrated a track record and plan of the management of risks and completion of contracts to specification.

DC Projects Pty Ltd is required to provide adequate documentation for occupational health and safety requirements including site specific potential hazard assessment and Safe Work Method Statements (SWMS). This documentation will be thoroughly checked by council staff prior to commencement and measures take in place to ensure it is adhered to throughout the work.

DC Projects Pty Ltd has the necessary Insurance to comply with Councils requirements.

DC Projects Pty Ltd did not declare any non-compliance items in their tender submission.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

The preferred tender of DC Projects Pty Ltd is outside the 2018/19 Bridge Work Program Council budget. It is proposed that the additional funds will be supplemented from the Strategic Roads Program to ensure that all works are completed by the practical completion date.

7. IMPLEMENTATION STRATEGY

DETAILS

Upon Council's approval, the Contract will be awarded and works will be programmed to commence. Officers propose that the contracted works will commence mid-April 2019, subject to and conditional upon suitable weather.

COMMUNICATION

Letters of acceptance and contracts will be issued to DC Projects Pty Ltd. The contracts shall be signed by both the contractor and Council prior to the commencement of works. The awarded contract price will be published on Council's website.

TIMELINE

Works are planned to be completed before June 30, 2019 and the tender's work plan indicates that this is possible.

8. OFFICER DIRECT OR INDIRECT INTEREST

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

ORDINARY COUNCIL MEETING
CONTRACT 1929 –
APOLLO BAY HARBOUR CAR PARK
 OM192703-7

LOCATION / ADDRESS	Apollo Bay Harbour	GENERAL MANAGER	Tony McGann
OFFICER	Frank Castles	DIVISION	Infrastructure & Leisure Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Port of Apollo Bay - Boat Ramp and Carpark - Design Options - Harbour Car Park		
PURPOSE	To seek Council approval for the construction of the Apollo Bay Harbour Car Park		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

With Apollo Bay Harbour being a popular and essential service to commercial business, recreation, tourists and local residents alike, the quality of parking facilities around the Harbour precinct is an important asset to cater for the growing parking requirements.

The proposed car park upgrade will fully seal with kerb and channel an existing gravelled space.

Engagement with the Harbour User Group and a public forum was held on 1 November 2018 with three design options presented. One design option was unanimously agreed upon.

Funding of \$689,547 has been awarded from the Boating Safety and Facility Program for this project. A contribution of approximately 10% by Transport for Victoria towards the total cost of the initiative is required to fund the total project.

3. RECOMMENDATION

That Council:

- 1** ***Awards Contract 1929 - Apollo Bay Harbour Car Park, at the lump sum price referred to in the confidentially distributed document pertaining to this contract.***
- 2** ***Authorises the Chief Executive to sign the contracts following award of Contract 1929.***
- 3** ***Requests that the Chief Executive ensures the contract price is listed on Council's website once steps listed in point 2 have been completed.***

4. BACKGROUND / KEY INFORMATION

BACKGROUND

Tenders closed on 16 January 2019 for construction and sealing of an existing gravel car park in the Apollo Bay Harbour precinct. The tender was publically advertised via:

Colac Herald
Geelong Advertiser
e-Procure (TenderSearch website)
Colac Otway Shire Council website

Tenders were received from the following Companies:

- Deja Eight Pty Ltd (Evans Earthmoving)
- LincRoads Pty Ltd
- Keystone Civil
- Bitu-mill Civil Pty Ltd

KEY INFORMATION

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy* and *Tenders/Quotations and Purchasing Procedure*.

All tenders were evaluated and scored using the following selection criteria:

Criteria	Weighting
Financial Assessment	50%
Resources and capacity	20%
Experience and track record	25%
Local content	5%

The Tender Evaluation Panel consisted of the following members:

- Manager, Services & Operations
- Port of Apollo Business Coordinator, Services & Operations
- Project Manager, Projects and Assets

The Tender Evaluation Panel deemed all submissions to be compliant and therefore eligible for consideration.

FURTHER SUPPORTING INFORMATION

5. COMMUNITY CONSULTATION & ENGAGEMENT

Engagement with the Harbour User Group and a public forum was held on 1 November 2018 with three design options presented, which are attached. Support for Option 1 was unanimous.

6. ANALYSIS

ALIGNMENT TO COUNCIL PLAN OR COUNCIL POLICY

The Council Plan refers to the development of the Apollo Bay Harbour under Theme 1, Our Prosperity. These works align with that project.

ENVIRONMENTAL IMPLICATIONS

The contractor must submit an Environmental Management Plan with the project at least 7 days prior to the date of commencement of works.

The contractor will be responsible for the measures to control noise and water emanating from the work sites at all times during the contract.

SOCIAL & CULTURAL IMPLICATIONS

As this site is of high cultural sensitivity, engagement of contractors was undertaken and a full Cultural Heritage Management Plan was created and must be followed by the successful contractor.

ECONOMIC IMPLICATIONS

The project is expected to have a positive economic impact on Apollo Bay.

LEGAL & RISK IMPLICATIONS

The successful tenderers are required to provide adequate documentation for occupational health and safety requirements including site specific potential hazard assessment for Safe Work Method Statements (SWMS).

The successful tenderers are required to provide appropriate insurance.

By following the tender process Council ensures compliance with its responsibilities under the *Local Government Act 1989*.

RESOURCE IMPLICATIONS (FINANCIAL ETC)

These works are externally funded and do not require Council funding.

7. IMPLEMENTATION STRATEGY

DETAILS

All works must be committed by 31 May 2019 to receive the grant funding otherwise all funding will be forfeited.

A provisional works program shall be submitted with the tender. The works must be commenced promptly following the award of the contract and completed within the requirements of the specification.

COMMUNICATION

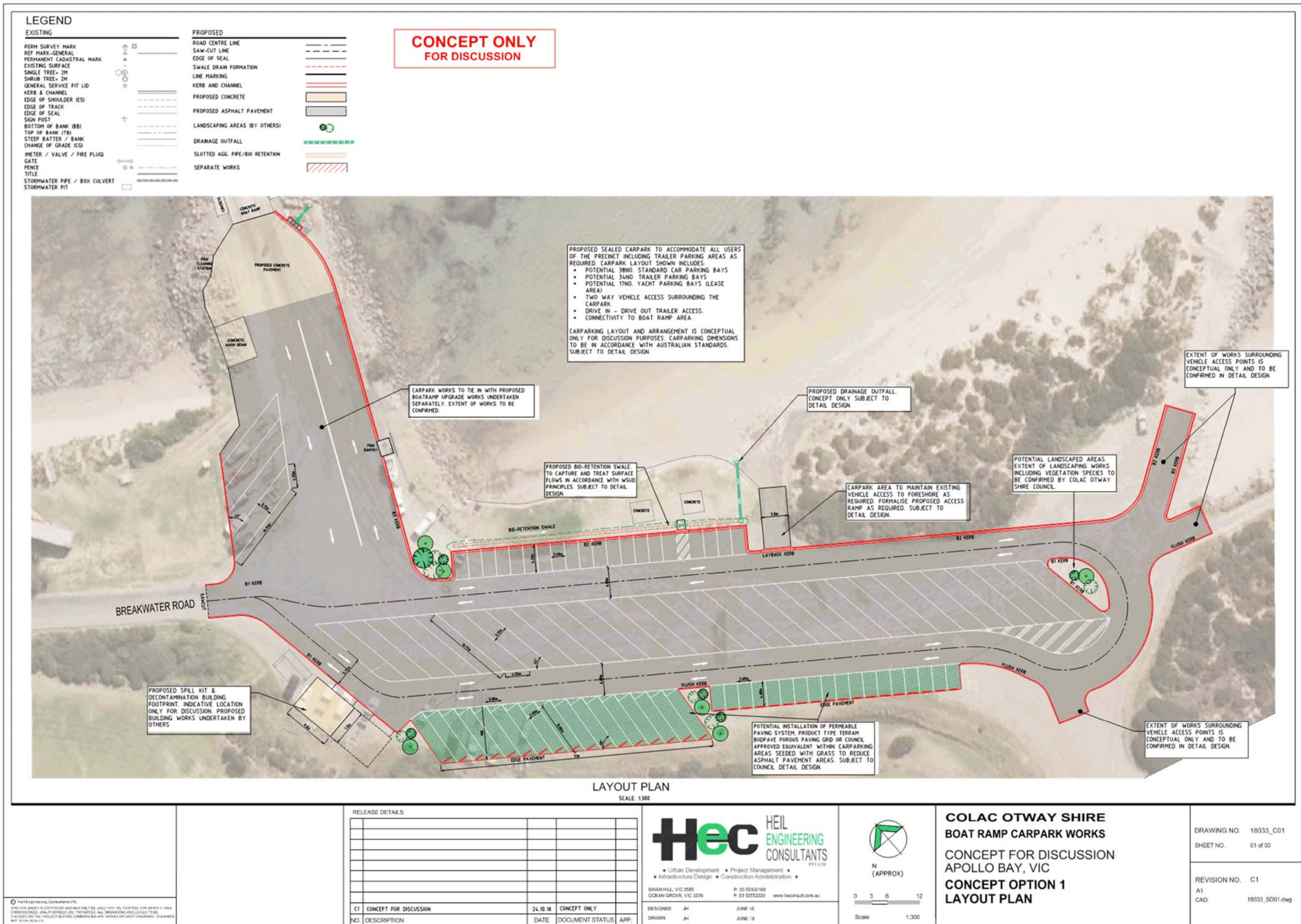
Council will engage contractors once the Council has selected the separable portions to the successful contractors or all portions to one contractor via The Tender Evaluation Panel selection process

TIMELINE

Council Endorsement	27 March 2019
Contract Start Date	To be established
Contract Finish Date	Prior to 31 May, 2019

8. OFFICER DIRECT OR INDIRECT INTEREST

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



RELEASE DETAILS			
NO.	DESCRIPTION	DATE	DOCUMENT STATUS
C1	CONCEPT FOR DISCUSSION	24.10.18	CONCEPT ONLY

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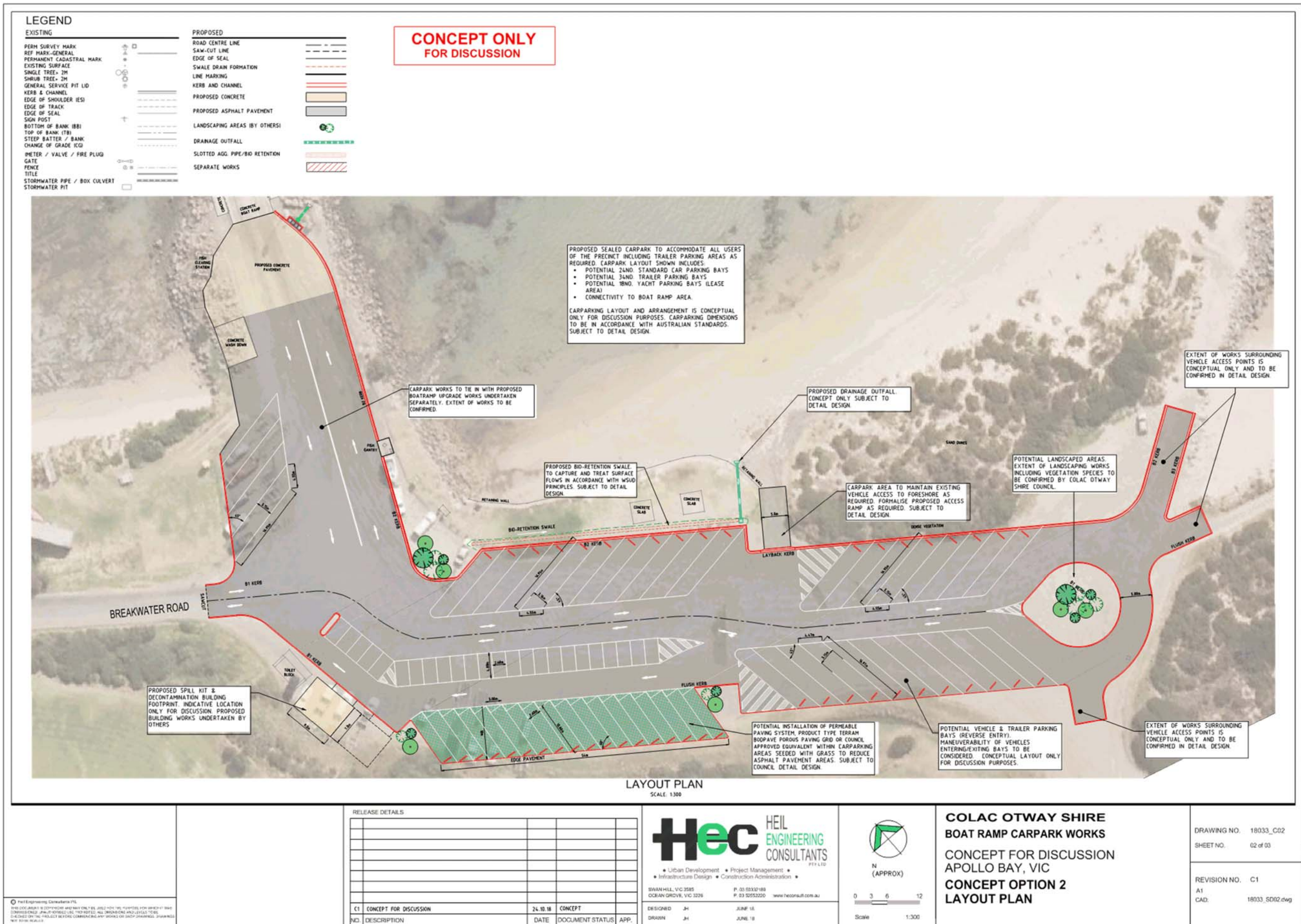
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COLAC OTWAY SHIRE
BOAT RAMP CARPARK WORKS
CONCEPT FOR DISCUSSION
APOLLO BAY, VIC
CONCEPT OPTION 1
LAYOUT PLAN

DRAWING NO. 18033_C01
 SHEET NO. 01 of 03

REVISION NO. C1
 A1
 CAD: 18033_S001.dwg



**CONCEPT ONLY
FOR DISCUSSION**

PROPOSED SEALED CARPARK TO ACCOMMODATE ALL USERS OF THE PRECINCT INCLUDING TRAILER PARKING AREAS AS REQUIRED. CARPARK LAYOUT SHOWN INCLUDES:

- POTENTIAL 24NO. STANDARD CAR PARKING BAYS
- POTENTIAL 34NO. TRAILER PARKING BAYS
- POTENTIAL 18NO. YACHT PARKING BAYS (LEASE AREA)
- CONNECTIVITY TO BOAT RAMP AREA.

CARPARKING LAYOUT AND ARRANGEMENT IS CONCEPTUAL ONLY FOR DISCUSSION PURPOSES. CARPARKING DIMENSIONS TO BE IN ACCORDANCE WITH AUSTRALIAN STANDARDS. SUBJECT TO DETAIL DESIGN.

CARPARK WORKS TO TIE IN WITH PROPOSED BOATRAMP UPGRADE WORKS UNDERTAKEN SEPARATELY. EXTENT OF WORKS TO BE CONFIRMED.

PROPOSED BIO-RETENTION SWALE TO CAPTURE AND TREAT SURFACE FLOWS IN ACCORDANCE WITH WSDU PRINCIPLES. SUBJECT TO DETAIL DESIGN.

PROPOSED DRAINAGE OUTFALL. CONCEPT ONLY SUBJECT TO DETAIL DESIGN.

CARPARK AREA TO MAINTAIN EXISTING VEHICLE ACCESS TO FORESHORE AS REQUIRED. FORMALISE PROPOSED ACCESS RAMP AS REQUIRED. SUBJECT TO DETAIL DESIGN.

POTENTIAL LANDSCAPED AREAS. EXTENT OF LANDSCAPING WORKS INCLUDING VEGETATION SPECIES TO BE CONFIRMED BY COLAC OTWAY SHIRE COUNCIL.

EXTENT OF WORKS SURROUNDING VEHICLE ACCESS POINTS IS CONCEPTUAL ONLY AND TO BE CONFIRMED IN DETAIL DESIGN.

PROPOSED SPILL KIT & DECONTAMINATION BUILDING FOOTPRINT. INDICATIVE LOCATION ONLY FOR DISCUSSION. PROPOSED BUILDING WORKS UNDERTAKEN BY OTHERS.

POTENTIAL INSTALLATION OF PERMEABLE PAVING SYSTEM. PRODUCT TYPE TERRAM BODYPAVE POROUS PAVING GRID OR COUNCIL APPROVED EQUIVALENT WITHIN CARPARKING AREAS SEED WITH GRASS TO REDUCE ASPHALT PAVEMENT AREAS. SUBJECT TO COUNCIL DETAIL DESIGN.

POTENTIAL VEHICLE & TRAILER PARKING BAYS (REVERSE ENTRY). MANEUVERABILITY OF VEHICLES ENTERING/EXITING BAYS TO BE CONSIDERED. CONCEPTUAL LAYOUT ONLY FOR DISCUSSION PURPOSES.

EXTENT OF WORKS SURROUNDING VEHICLE ACCESS POINTS IS CONCEPTUAL ONLY AND TO BE CONFIRMED IN DETAIL DESIGN.

LAYOUT PLAN
SCALE 1:300

RELEASE DETAILS			
NO.	DESCRIPTION	DATE	DOCUMENT STATUS
C1	CONCEPT FOR DISCUSSION	24.10.18	CONCEPT

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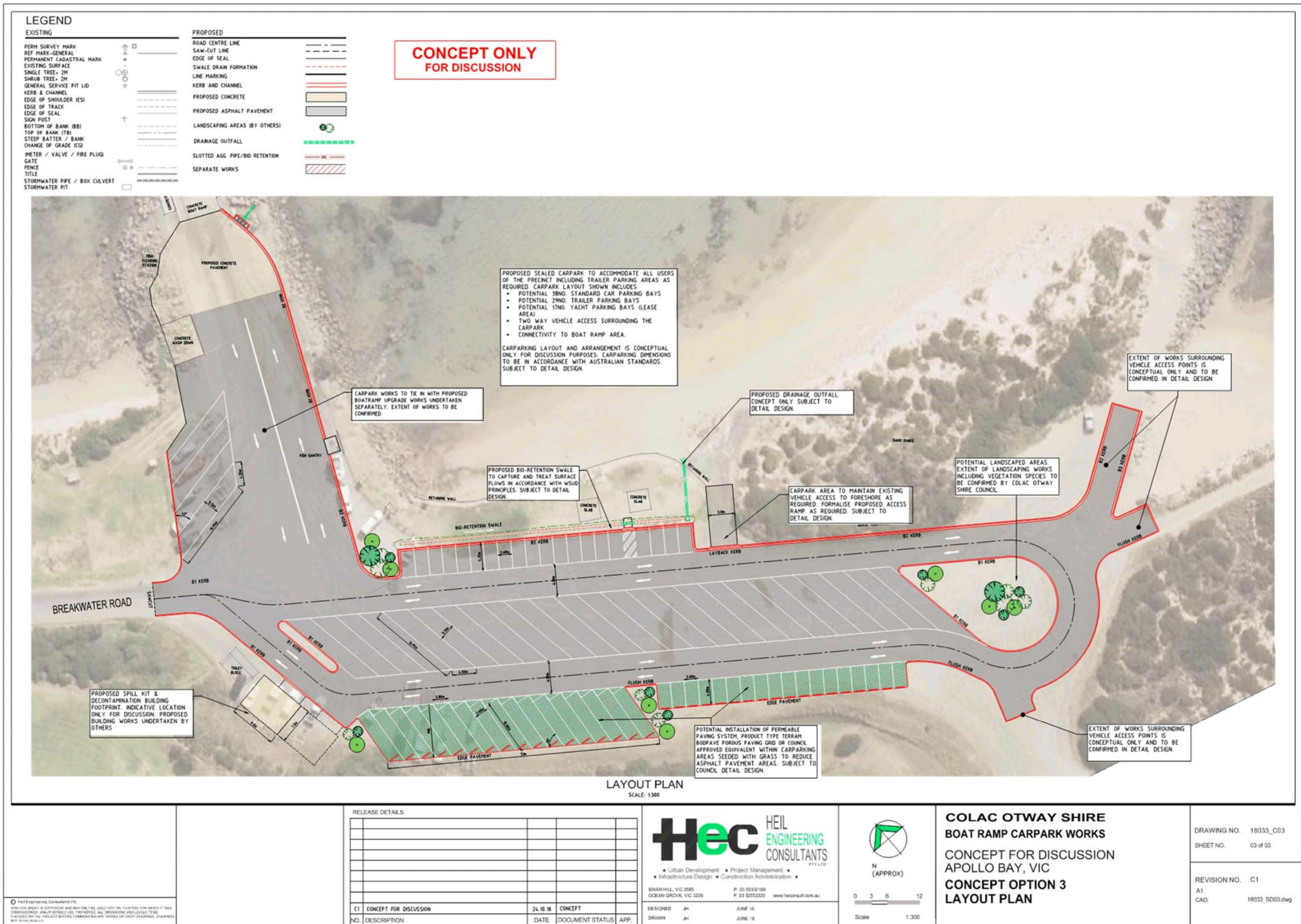
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**COLAC OTWAY SHIRE
BOAT RAMP CARPARK WORKS
CONCEPT FOR DISCUSSION
APOLLO BAY, VIC
CONCEPT OPTION 2
LAYOUT PLAN**

DRAWING NO. 18033_C02
SHEET NO. 02 of 03

REVISION NO. C1
A1
CAD: 18033_SD02.dwg

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ORDINARY COUNCIL MEETING
**AUDIT COMMITTEE MINUTES –
 5 DECEMBER 2018**

OM192703-8

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Sarah McKew	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Audit Committee Meeting - Signed Minutes - 5 December 2018		
PURPOSE	To receive for information the Colac Otway Shire Audit Committee minutes dated 5 December 2018.		

1. RECOMMENDATION

That Council receives for information the Colac Otway Shire Audit Committee minutes dated 5 December 2018.



AUDIT COMMITTEE MEETING

MINUTES

WEDNESDAY 5 DECEMBER 2018

AT 9AM

COPACC

Next Audit Committee Meeting: Wednesday 13 March 2019



COLAC OTWAY SHIRE AUDIT COMMITTEE MEETING

5 DECEMBER 2018

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COLAC OTWAY SHIRE AUDIT COMMITTEE MEETING

MINUTES of the *AUDIT COMMITTEE MEETING OF THE COLAC OTWAY SHIRE* held at
COPACC on 5 December 2018 at 9am.

1. PRESENT

Mike Said (Chair)
Brian Keane
Cr Jason Schram
Cr Stephen Hart

Peter Brown, Chief Executive
Tony McGann, General Manager, Infrastructure & Leisure Services
Errol Lawrence, General Manager, Corporate Services
Ian Seuren, General Manager, Development & Community Services
Sarah McKew, Manager, Governance & Communications
Lyndal Redford, Governance Officer
Trevor Olsson, Manager, People Performance & Culture
Jason Clissold, Manger, Financial Services
Marni Young, Risk & OHS Coordinator
Michelle Walker, Acting Coordinator, Asset Management
Simone Robertson, Waste Management Officer
Andrew Zavitsanos, Internal Auditor, Crowe Horwath

2. APOLOGIES

Nil

3. DECLARATIONS OF INTEREST

Nil

4. CONFIRMATION OF MINUTES

- Audit Committee Meeting held on 29 August 2018.

RESOLUTION

MOVED Cr Stephen Hart seconded Cr Jason Schram

That the Audit Committee confirm the above minutes.

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**REPORTING RESPONSIBILITIES - OTHER -
APPOINTMENT OF AUDIT COMMITTEE
CHAIRPERSON**

AC180512-1

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Errol Lawrence	DIVISION	Corporate Services
TRIM FILE	F18/6997	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To appoint the Chairperson of the Audit Committee		

The Chief Executive Peter Brown chaired this item AC180512-1 to appoint a Chairperson of the Audit Committee until December 2019.

RESOLUTION

MOVED Cr Stephen Hart seconded Cr Jason Schram

That the Audit Committee appoints Mike Said as the Chairperson of the Audit Committee until December 2019.

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
CEO STATEMENT OF COMPLIANCE

AC180512-2

LOCATION / ADDRESS	Whole of Municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Errol Lawrence	DIVISION	Corporate Services
TRIM FILE	F18/6998	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To keep the Audit Committee abreast of compliance matters within Colac Otway Shire		

RECOMMENDATION

That the Audit Committee notes the Chief Executive Statement of Compliance.

ALTERNATIVE MOTION

MOVED Brian Keane seconded Cr Stephen Hart

That the Audit Committee:

- 1. notes the Chief Executive Statement of Compliance.*
- 2. notes that the Environment Protection Authority has completed a post-inspection review regarding the requirements of the Pollution Abatement Notice and Clean-up Notice and are satisfied.*

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**INTERNAL CONTROL - WASTE
MANAGEMENT 2017-2018**

AC180512-3

LOCATION / ADDRESS		GENERAL MANAGER	Tony McGann
OFFICER	Simone Robertson	DIVISION	Infrastructure & Leisure Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Audit Report Waste Management for July 2017 to June 2018 de comments		
PURPOSE	To inform the Audit Committee of waste management services 2017-2018		

RESOLUTION

MOVED Cr Jason Schram seconded Brian Keane

That the Audit Committee receives the waste management report reconciliation for the period 1 July 2017 to 30 June 2018.

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**INTERNAL CONTROL - CONSIDER THE
EFFECTIVENESS OF COUNCIL'S INTERNAL
CONTROL SYSTEM, INCLUDING IT
SECURITY AND CONTROL**

AC180512-4

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Richard Bianco	DIVISION	Corporate Services
TRIM FILE	F17/12393	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	Advisory		

RECOMMENDATION

Not applicable. There was nothing to report this quarter.

AUDIT COMMITTEE MEETING
**BUSINESS CONTINUITY - REVIEW THE
PROCESSES AND PRACTICES TO ENSURE
EFFECTIVE BUSINESS CONTINUITY**

AC180512-5

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Richard Bianco	DIVISION	Corporate Services
TRIM FILE	F17/12393	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	Advisory		

RECOMMENDATION

Not applicable. There was nothing to report this quarter.

AUDIT COMMITTEE MEETING
**RISK MANAGEMENT –
RISK MANAGEMENT ADHERENCE REPORT**
AC180512-6

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Marni Young	DIVISION	Corporate Services
TRIM FILE	F18/6687	CONFIDENTIAL	No
ATTACHMENTS	1. Risk Management Committee - Meeting Minutes - 20180912 2. Corporate Risk Register - Strategic Risks - Current at 20181114 3. Corporate Risk Register - Risk Matrix		
PURPOSE	This report provides a summary of the key and pending risk activities for the organisation as at November 2018.		

RECOMMENDATION

That the Audit Committee receives the Risk Management Adherence Report as at November 2018 for information.

ALTERNATIVE MOTION

MOVED Cr Stephen Hart seconded Cr Jason Schram

That the Audit Committee:

- 1. receives the Risk Management Adherence Report as at November 2018 for information.*
- 2. recommends that all strategic risks and operational risks of extreme and high nature are formally reported to Council on a regular basis.*

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**COMPLIANCE –
EXCESS ANNUAL LEAVE REPORT**
AC180512-7

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Trevor Olsson	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Excess Annual Leave 6+ weeks Nov 2018		
PURPOSE	The purpose of this report is to highlight to the Audit Committee the level of accrued annual leave approaching or exceeding the accepted maximum of eight (8) weeks and action being taken by management.		

RESOLUTION

MOVED Brian Keane seconded Cr Stephen Hart

That the Audit Committee receives the report on Excess Annual Leave.

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**COMPLIANCE –
ASSET MANAGEMENT POLICY AND PLANS**
AC180512-8

LOCATION / ADDRESS	Shire wide	GENERAL MANAGER	Tony McGann
OFFICER	Jeremy Rudd	DIVISION	Infrastructure & Leisure Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To inform the Audit Committee of the review and compliance with Asset Management Policy and Plans		

RESOLUTION

MOVED Cr Jason Schram seconded Brian Keane

That the Audit Committee receives this report regarding review of and compliance with the Asset Management Policy and Asset Management Plans.

CARRIED 4 : 0

Michelle Walker attended the meeting at 9.59am; left the meeting at 10.06am.
Tony McGann left the meeting at 10.06am; returned to the meeting at 10.07am.

AUDIT COMMITTEE MEETING
**FINANCIAL REPORTING - REVIEW FORM
AND CONTENT OF QUARTERLY REPORTS -
30 SEPTEMBER 2018**

AC180512-9

LOCATION / ADDRESS	2-6 Rae Street Colac VIC 3250	GENERAL MANAGER	Errol Lawrence
OFFICER	Jason Clissold	DEPARTMENT	Corporate Services
TRIM FILE	F18/6998	CONFIDENTIAL	No
ATTACHMENTS	1. September Quarter Performance Report 2018-2019 Final 2. Colac Otway Shire Expense Detail Quarterly Performance Report September 2018		
PURPOSE	To provide the Audit Committee an overview of the first quarter financial report presented to Council in October 2018		

RESOLUTION

MOVED Cr Stephen Hart seconded Cr Jason Schram

That the Audit Committee receives the report on the First Quarter Financial Performance Report for 2018/19 for information.

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**FINANCIAL REPORTING –
REVIEW INVESTMENT AND DEBT
MANAGEMENT POLICIES**

AC180512-10

LOCATION / ADDRESS	2-6 Rae Street, Colac Victoria 3250	GENERAL MANAGER	Errol Lawrence
OFFICER	Jason Clissold	DEPARTMENT	Corporate Services
TRIM FILE	F18/6998	CONFIDENTIAL	No
ATTACHMENTS	1. 16.3 Investment Policy - Review December 2018 2. Proposed Borrowing Policy - 5 Dec 2018		
PURPOSE	The purpose of this report is to provide the Audit Committee with: 1. the results of the review of the Investment Policy; and 2. table the proposed Borrowing Policy		

RECOMMENDATION

That the Audit Committee recommends to Council that:

- 1. the proposed amendments to the Investment Policy be adopted;*
- 2. the proposed Borrowing Policy be adopted; and*
- 3. the 25 June 2014 resolution relating to borrowings is rescinded.*

ALTERNATIVE MOTION 1

MOVED Brian Keane seconded Cr Stephen Hart

That the Audit Committee:

- 1. notes the proposed amendments to the Investment Policy;*
- 2. recommends the Investment Policy be referred to a Councillor Briefing session.*

CARRIED 4 : 0

ALTERNATIVE MOTION 2

MOVED Cr Jason Schram seconded Brian Keane

That the Audit Committee:

- 1. notes the proposed Borrowing Policy;**
- 2. recommends that the proposed Borrowing Policy be referred to a Councillor Briefing session, subject to the issue on leases being solved and a report back in due course with respect to the working party on leases;**
- 3. recommends that at the time the Borrowing Policy is adopted by Council, that Council concurrently considers rescinding the 2014 Council resolution related to borrowings.**

CARRIED 4 : 0

Peter Brown left the meeting at 10.46am; returned to the meeting at 10.48am.
Errol Lawrence left the meeting at 10.58am; returned to the meeting at 11.00am.

AUDIT COMMITTEE MEETING

FRAUD PREVENTION/AWARENESS - REVIEW FRAUD POLICY, REVIEW INSTANCES OF FRAUD OR CORRUPTION & ASSESS INTERNAL CONTROLS

AC180512-11

LOCATION / ADDRESS	2-6 Rae Street Colac VIC 3250	GENERAL MANAGER	Errol Lawrence
OFFICER	Jason Clissold	DEPARTMENT	Corporate Services
TRIM FILE	F18/6998	CONFIDENTIAL	No
ATTACHMENTS	1. 16.2 Fraud Policy Review - Nov 2018 2. Audit Committee - Fraud Control Program - 1 Aug 2018 - 31 Oct 2018		
PURPOSE	To monitor our financial controls and processes in order to prevent fraud from occurring		

RESOLUTION

MOVED Cr Jason Schram seconded Brian Keane

That the Audit Committee:

- 1. Receives the review of the Fraud Policy.*
- 2. Receives the Fraud Control Program Report for the period 1 August 2018 to 31 October 2018.*

CARRIED 4 : 0

Cr Stephen Hart left the meeting at 11.02am; returned to the meeting at 11.04am.

AUDIT COMMITTEE MEETING
**INTERNAL AUDIT - REVIEW IA CHARTER,
RESOURCING AND POLICY**

AC180512-12

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Errol Lawrence	DIVISION	Corporate Services
TRIM FILE	F18/6997	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To review IA Charter, Resourcing and Policy		

RECOMMENDATION

Not applicable. There was nothing to report this quarter.

AUDIT COMMITTEE MEETING
**INTERNAL AUDIT - REVIEW AND APPROVE
INTERNAL AUDIT SCOPES AND PROGRESS**

AC180512-13

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Errol Lawrence	DIVISION	Corporate Services
TRIM FILE	F18/6997	CONFIDENTIAL	No
ATTACHMENTS	1. Audit Progress Report as at November 2018		
PURPOSE	To review and approve internal audit scopes and progress		

RESOLUTION

MOVED Cr Stephen Hart seconded Cr Jason Schram

That the Audit Committee:

- 1. notes the Internal Audit Progress Report as at 16 November 2018.*
- 2. approves the memorandum of audit planning for Information Systems Security.*

CARRIED 4 : 0

Lyndal Redford left the meeting at 11.10am; returned to the meeting at 11.14am.

AUDIT COMMITTEE MEETING
**INTERNAL AUDIT - REVIEW ANY SPECIAL
INTERNAL AUDIT ASSIGNMENTS**

AC180512-14

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Errol Lawrence
OFFICER	Sarah McKew	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Audit Committee - Crowe Horwath Report - Port of Apollo Bay Report Final V2 - J Gavens		
PURPOSE	To review any special internal audit assignments		

RESOLUTION

MOVED Cr Stephen seconded Cr Jason Schram

That the Audit Committee notes the Crowe Horwath report of September 2018 regarding the accounting treatment of Port of Apollo Bay in preparation of the draft Colac Otway Shire 2017-18 Financial Statements.

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**INTERNAL AUDIT - REVIEW COMPLETED
INTERNAL AUDIT REPORTS,
RECOMMENDATIONS AND
MANAGEMENT RESPONSES**

AC180512-15

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Errol Lawrence	DIVISION	Corporate Services
TRIM FILE	F18/6997	CONFIDENTIAL	No
ATTACHMENTS	1. Procurement (below the tender threshold) Review - November 2018		
PURPOSE	To review special internal audit assignments		

RESOLUTION

MOVED Brian Keane seconded Cr Stephen Hart

That the Audit Committee receives the Internal Audit report on:

- 1. Procurement (below the tender threshold) Review.*

CARRIED 4 : 0

Tony McGann left the meeting at 11.28am; returned to the meeting 11.32am.

AUDIT COMMITTEE MEETING
**INTERNAL & EXTERNAL AUDIT - REVIEW
RISK RATING RECOMMENDATIONS**

AC180512-16

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Sarah McKew	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Audit Actions Matrix - November 2018		
PURPOSE	To review high and medium risk rating recommendations from previous internal and external audit reports		

RESOLUTION

MOVED Cr Jason Schram, seconded Brian Keane

That the Audit Committee receives:

- 1. the update on Internal and External Audit actions of high and medium risk rating recommendations as at 9 November 2018.*
- 2. the update on completed Internal and External Audit actions of high and medium risk rating recommendations as at 9 November 2018.*

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**EXTERNAL AUDIT - REVIEW EXTERNAL
AUDIT FINDINGS, RECOMMENDATIONS &
MANAGEMENT RESPONSES**

AC180512-17

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Jason Clissold	DIVISION	Corporate Services
TRIM FILE	F18/6998	CONFIDENTIAL	No
ATTACHMENTS	1. Final Management Letter 2018 COSC - ISSUED 2. Closing Report COSC 2018 ISSUED		
PURPOSE	The purpose of this report is to provide the Audit Committee with a copy of the Final Management Letter issued by the Victorian Auditor General's Office		

RESOLUTION

MOVED Cr Stephen Hart seconded Cr Jason Schram

That the Audit Committee:

- 1. Receives the final Management Letter from the Victorian Auditor-General's Office for the financial year ending 30 June 2018.*
- 2. Notes the individual issues and the management comments and action plan.*

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**COMPLIANCE - FINDINGS OF
REGULATORY AGENCIES**

AC180512-18

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Errol Lawrence
OFFICER	Sarah McKew	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Colac Otway VAGO Asset Management Performance Audit 14112018		
PURPOSE	To review findings of relevant regulatory agencies and monitor management's response to the findings		

RESOLUTION

MOVED Brian Keane seconded Cr Stephen Hart

That the Audit Committee notes for information the Victorian Auditor-General's Office's planning for its local government asset management compliance audit.

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**COMPLIANCE - REVIEW UPDATE OF
RELEVANT POLICIES / PROCEDURES /
DELEGATIONS**

AC180512-19

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Errol Lawrence
OFFICER	Sarah McKew	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none">1. Councillor Support Policy - clean copy of Maddocks markup - 11 May 20182. Councillor Support Policy - with Maddocks markup - 11 May 20183. Councillor Briefing Report BS20180912 - Review of Councillor Support Policy4. Maddocks Delegations Update - 2 February 20185. Maddocks Delegations Update - 30 May 20186. Maddocks Delegations Update - 29 June 2018		
PURPOSE	To review the update of relevant policies, procedures and delegations		

RECOMMENDATION

That the Audit Committee notes this update on the review of Policies, Procedures and Delegations.

ALTERNATIVE MOTION

MOVED Cr Jason Schram seconded Brian Keane

That the Audit Committee:

- 1. notes this update on the review of Policies, Procedures and Delegations.*
- 2. receives a schedule of all Colac Otway Shire policies at its next meeting.*

CARRIED 4 : 0

AUDIT COMMITTEE MEETING

REPORTING RESPONSIBILITIES - OTHER: FINDINGS AND RECOMMENDATIONS OF RELEVANT PERFORMANCE AUDITS

AC180512-20

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Errol Lawrence
OFFICER	Sarah McKew	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	Nil		
PURPOSE	To consider findings and recommendations of relevant Performance Audits undertaken by the Victorian Auditor-General, IBAC, Local Government Inspectorate, etc		

RECOMMENDATION

Not applicable. There was nothing to report this quarter.

AUDIT COMMITTEE MEETING
OTHER –
REVIEW AUDIT COMMITTEE PLAN
AC180512-21

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Errol Lawrence
OFFICER	Sarah McKew	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Audit Committee Plan 2018 - 5 December 2018 2. Audit Committee Plan 2019 - December 2018		
PURPOSE	To review the Audit Committee Plans - 2018 and 2019		

RESOLUTION

MOVED Cr Stephen Hart seconded Cr Jason Schram

That the Audit Committee notes the updated 2018 Audit Committee Plan and the 2019 Audit Committee Plan.

CARRIED 4 : 0

AUDIT COMMITTEE MEETING
**OTHER - EVALUATE PERFORMANCE
OF AUDIT COMMITTEE**

AC180512-22

LOCATION / ADDRESS	Not applicable	GENERAL MANAGER	Errol Lawrence
OFFICER	Sarah McKew	DIVISION	Corporate Services
TRIM FILE	F18/7487	CONFIDENTIAL	No
ATTACHMENTS	1. Audit Committee Performance Survey template - 2018		
PURPOSE	To provide a summary of the review of the Audit Committee that was conducted in November 2018		

RESOLUTION

MOVED Mike Said and seconded Cr Jason Schram


That the Audit Committee notes the results of the review of the effectiveness of the Audit Committee and advises of any actions required.

CARRIED 4 : 0



The meeting was declared closed at 12.10pm

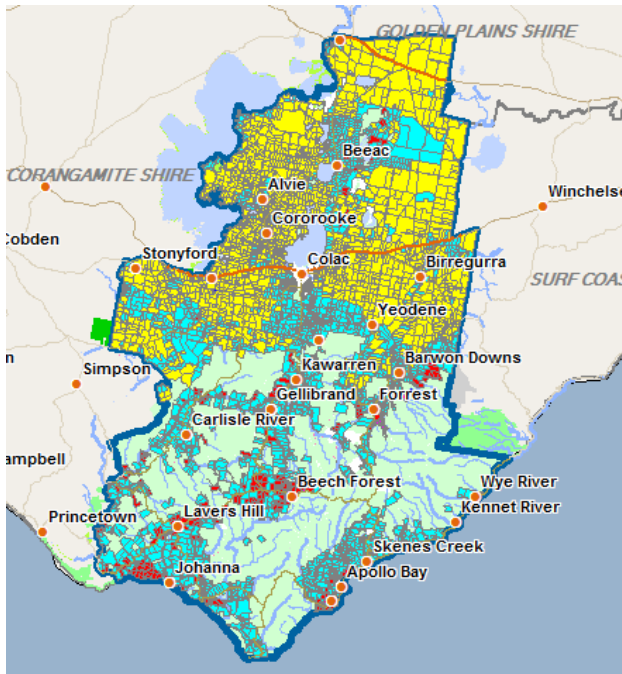
CONFIRMED AND SIGNED at the meeting held on 13 MARCH 2019

.....CHAIR

ORDINARY COUNCIL MEETING
**OLD BEECHY RAIL TRAIL MINUTES AND
 ASSEMBLY OF COUNCILLORS NOTES**
 OM192703-9

LOCATION / ADDRESS	Whole of municipality	GENERAL MANAGER	Errol Lawrence
OFFICER	Lyndal McLean	DIVISION	Corporate Services
TRIM FILE	F18/6814	CONFIDENTIAL	No
ATTACHMENTS	<ol style="list-style-type: none"> 1. Old Beechy Rail Trail Committee - Meeting Minutes with attachments - 2019 5 February - Confirmed 2. Assembly of Councillors - Pre Council Meeting Preparation - 27 February 2019 3. Assembly of Councillors - Councillor Briefing - 06 March 2019 4. Assembly of Councillors - Councillor Briefing - 13 March 2019 		
PURPOSE	To report the Minutes of the Old Beechy Rail Trail and report the Assemblies of Councillors.		

1. LOCATION PLAN / AERIAL PHOTO



2. EXECUTIVE SUMMARY

ASSEMBLIES OF COUNCILLORS

The *Local Government Act 1989* requires that records of meetings which constitute an Assembly of Councillors be reported at the next practicable meeting of Council and incorporated in the minutes of the Council meeting. All relevant meetings have been recorded, documented and will be kept by Council for 4 years. The attached documents provide details of those meetings held that are defined as an Assembly of Councillors.

OLD BEECHY RAIL TRAIL COMMITTEE MINUTES

Colac Otway Shire formed the Old Beechy Rail Trail Committee (OBRTC) on 26 September 2001. The OBRTC was conferred as a Section 86 Committee under the *Local Government Act 1989* and delegated the functions, duties and powers set forth in the schedule titled Old Beechy Rail Trail Committee Charter. The Charter was developed as the basis of the Instrument of Delegation to be used by the Old Beechy Rail Trail Committee.

The Old Beechy Rail Trail Committee Charter states that:

- “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” (Item 6.1.1).
- “Confidential minutes of the Old Beechy Rail Trail Committee are to be included in an In-Committee agenda of Council” (Item 6.1.2).

3. REPORTING

1. *The Assemblies of Councillors are reported herewith.*
2. *The minutes of the Old Beechy Rail Trail Committee for 5 February 2019 are reported herewith.*
The Local Government Act 1989 does not require a Council decision.

DETAILS

The following assemblies of Councillors have been held and are attached to this report:

Ordinary Council Meeting Preparation	27 February 2019
Councillor Briefing	6 March 2019
Councillor Briefing	13 March 2019

The following minutes of the Old Beechy Rail Trail Committee are attached to this report:

Old Beechy Rail Trail Committee	5 February 2019
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4. OFFICER DIRECT OR INDIRECT INTEREST

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

OLD BEECHY RAIL TRAIL COMMITTEE MINUTES

Committee Members:

✓	Cr Chris Smith (Chair)	COS Councillor	✓	Tricia Jukes	Land Owner representative
	Geoff De La Rue / Wayne Knight	Colac Area representative – Rotary Club of Colac		Bob Atkins	Lavers Hill representative
✓	Cyril Marriner	Colac Area representative		Virginia Atkins	Lavers Hill representative
✓	Noel Barry	Friends of the Old Beechy Rail Trail representative	✓	Michael MacKenzie (proxy for Jessica Reid)	Parks Victoria representative
✓	Sue Thomas	Gellibrand/Kawarren Area representative	✓	Craig Clifford (proxy – Linda Laurie)	Department of Environment, Land, Water and Planning representative (DELWP)
✓	Philippa Bailey	Gellibrand/Kawarren Area representative	✓	Nicole Frampton (minutes)	COS Recreation and Open Space Coordinator

Non-voting invitees:

✓ Philip Dandy, ✓ Tony Grogan, ✓ Andrew Daffy, Anthony Zappelli, ✓ COS Services and Operations (Frank Castles), ✓ Paul Jane (Acting Manager Arts and Leisure)

1. Welcome, apologies	
Apologies: Jessica Reid.	
Item 1 Discussion: Council at its 30 January 2019 OCM resolved to endorse the revised Instrument of Delegation for the OBRT Committee, and Authorised the Chief Executive to sign and seal the revised Instrument of Delegation. Advice sought from Governance around the status of the current committee. Recommendation: once the new terms have been endorsed, the current committee should be dissolved and act as an Advisory Committee until the new committee is appointed. Note: The chairperson didn't spill the committee and the meeting continued as an Old Beechy Rail Trail Committee Meeting.	
2. Confirmation of previous minutes – 4 December 2018	
Moved: Noel Barry Seconded: Tricia Jukes Carried.	
3. Business Arising from Previous Minutes (see attached)	
Item 3 Discussion: Outstanding Actions were discussed and updated on attached (linked) spreadsheet.	

4. Correspondence	
In	
<ul style="list-style-type: none"> 4/1/2019 – Rail Trails Australia Membership Renewal – Membership Paid. 	
Out	
<ul style="list-style-type: none"> 21/12/2018 – Letter to all landowners re Licence Agreement renewal – The existing Licence Agreement format and wording is being reviewed with a view to being updated. 	
5. Monthly Report	
<p>Item 5 Discussion: The February 2019 Monthly Report was presented to the Committee for discussion – see attached. Hardcopy report provided to committee members present at the meeting.</p> <p>Positive feedback provided to Frank about the works being completed along the trail.</p> <p>Committee identified maintenance works:</p> <ul style="list-style-type: none"> Colac Station section – broken yellow marker. Coram – pedestrian and vehicle gate on Forrest St South - a chain has been installed around the vehicle and pedestrian gate restricting access. Larsons gate – chicane pedestrian gate – committee has requested that this be removed. Drains and surface of the trail between Gellibrand and Ferguson appears to not been touched. (Frank provided an update of the works completed along the trail) Many sections with long grass on either side of the trail. Drains in Fairyland section are clogged/blocked with leaf litter. Fairyland section fern fronds are too low - low height. Section between Maxwell Road and Birnam Station needs attention. 	
Action: Nicole to email committee identified maintenance works to COS Services and Operations	NF
6. Friends Report – Noel Barry	
Update/Discussion: Nothing to report.	
7. Treasurers Report – Tricia Jukes	
Report provided for 31/12/2018. The bank balance as at 31/12/2018 was \$6,919.70	
8. Working Group Updates	
<ul style="list-style-type: none"> Marketing / Governance / Promotions / Events Working Group Map/Brochure needs to be updated. 	
Action: Meeting to be organised with sub-committee (Tricia, Sue, Philippa). Tricia will organise a meeting with Adrian and the sub-committee re new brochures and format.	TJ
<ul style="list-style-type: none"> Maintenance and Future Planning Working Group (attached) No meeting held – nothing to report 	

9. General Business	
<ul style="list-style-type: none"> Committee Charter and Membership Update Item Discussion: Update provided and discussed. 	
Action: Letters of thanks to be sent to Nathan Swain and Bernard Jordan following their resignations.	
<ul style="list-style-type: none"> Dinmont to Ditchley closure Item Discussion: This section of the trail remains closed. 	
<ul style="list-style-type: none"> OBRT Audit – Trail Management Plan Item Discussion: This is still being completed and will be brought back to the committee at a future meeting. 	
<ul style="list-style-type: none"> OBRT Train – 2018/19 operation 	
Action: Risk Assessment and dates to be provided to Council prior to use.	
<ul style="list-style-type: none"> Colac Station section of the OBRT 	CS
Action: Nicole to organise a meeting with Chris, Tricia, Sue and Philippa once the OBRT Audit and Management Plan have been completed and discuss further with the Committee at a future meeting.	
<ul style="list-style-type: none"> Humphris land titles – Humphris property/land transfer update Update provided. Once survey of gully section completed organise an onsite meeting to discuss exactly where the trail landswap will go (Onsite meeting to include Richard Humphris, Andrew Daffy, Chris Smith, Nicole Frampton, Mark McLennan, surveyor) 	NF
<ul style="list-style-type: none"> List of land holders (including map) & Licence Renewal update Update: <ul style="list-style-type: none"> Letter sent to all landowners re Licence Agreement renewal on 21/12/2018. Current Licence Agreement is being reviewed at the moment. 	
<ul style="list-style-type: none"> Harris Road Property Nothing to report. 	
<ul style="list-style-type: none"> Midway Plantations – upcoming harvesting and establishment activities – dates for scheduled works. Nothing further to report. 	
Action: Nicole to contact Midway to confirm the dates for scheduled works.	
<ul style="list-style-type: none"> Kawarren Station Photo – Tony Grogan Donation 	NF
<ul style="list-style-type: none"> Beech Forest Aqua Duct Item Discussion: Committee met with Andrew Zappelli onsite on Saturday and viewed the work which has been completed. The purpose of the AquaDuct was to collect water for the train and that the engineering protects the condition of the trail. Council has an obligation to investigate the works which have been completed. 	
<ul style="list-style-type: none"> Insurance cover for farmers landowners which licence the land to Council for 	



**OLD BEECHY RAIL TRAIL COMMITTEE
MEETING MINUTES
TUESDAY 5 FEBRUARY 2019
10:00AM – 11:48AM
COPACC – MEETING ROOM 1**

OBRT purposes	
Action – Nicole to seek clarification on the public liability coverage provided under the licence for landowners of the OBRT.	NF
10. Meeting Dates & Times	
Meeting Closed 11:48am	
<u>Next meeting:</u> Tuesday 5 th March 2019 at 10am. COPACC Meeting Room 1	

Meeting Date	Meeting Action	Responsibility	Status	Update / Comments
2018 - 4 December	<p>Donation from Events to go towards OBRT maintenance - Trail preparation for event</p> <p>Committee discussion – perhaps the committee needs to consider that event organisers consider giving a donation to the committee for the use of the trail for events. The donation would be used by the committee for ongoing maintenance of the trail.</p> <p>Action: Committee notes this discussion and will consider requesting a donation for future requests to use the OBRT for events.</p>	Committee	Ongoing	
2018 - 4 December	<p>Friends of OBRT Newsletter</p> <p>Send through any news or project updates to Philip Dandy to be included in the Friends of the OBRT Newsletter.</p> <p>Action: Tricia and Sue to provide updates to be included in the newsletter; eg. market exhibitions, grants, events, etc.</p>	Committee	Ongoing	
2018 - 4 December	<p>Committee Appointments/Membership</p> <p>Motion: "That the Old Beechy Rail Trail Committee request that Council officers work towards, as soon as possible, seeking Council approval to amend the Old Beechy Rail Trail Committee Charter by changing the committee membership to reflect the Committee's proposal of: two (2) Council representatives (one Councillor and one member of Council staff); five (5) Community representatives; one (1) DELWP representative (Department of Environment, Land, Water and Planning); one (1) Landowner representative; and one (1) Friends of the Old Beechy Rail Trail representative; and amend Section 3.3 of the current charter to include "more often as required as called by the chair".</p> <p>Carried.</p>	Nicole Frampton	In Progress	Report presented to 30 January 2019 OCM for consideration
2018 - 4 December	<p>OBRT Risk Assessment Report - Dinmont to Ditchley Closure</p> <p>Motion: "That the Old Beechy Rail Trail Committee reinforces its position that the rail trail section through Humphris (Dinmont to Ditchley) remain closed due to risk factors and until such time as the steep section and the cattle crossing section are rectified in line with the committees expectations, and that the committee request that Council do the appropriate work on the road section to mitigate our risks as identified in the MAV Insurance Risk Assessment Report."</p> <p>Carried.</p>	Nicole Frampton	In Progress	<p>Whilst maintenance works are being completed in this section of the trail, the trail remains closed to users.</p> <p>Council officers are developing a traffic management plan to ensure the Old Beech Forest Road is signposted accordingly during trail closures and diversion to the road.</p> <p>Council has commissioned works to survey a proposed re-alignment of the existing trail to eliminate one of the very steep sections of trail, to improve the gate crossing, and two other steep sections of trail within the Ditchley gully area.</p>
2018 - 4 December	OBRT Audit - Trail Management Plan	Nicole Frampton/COS Assets Department	In Progress	This is still being completed.
2018 - 4 December	<p>Old Beechy "Train" rides (by C & M Smith) along the OBRT for the 2018/19 season</p> <p>A Risk Assessment must be provided to Council and reviewed prior to conducting any train rides along the trail on behalf of the committee. The train will be required to operate in accordance with the completed Risk Assessment.</p> <p>The dates of use must be provided to Council prior to using the train along the trail. All bookings will be entered into the OBRT calendar bookings system. This is required to ensure maintenance works can be scheduled around the train's use of the trail.</p> <p>A report will need to be provided to the committee at the conclusion of the trains operating season.</p> <p>Motion: "That the Old Beechy Rail Trail Committee members agree to C & M Smith operating the "train" on behalf of the Old Beechy Rail Trail Committee from December 2018 until the end of May 2019 as detailed above and as per the Risk Assessment and dates of use being provided to Colac Otway Shire prior to the "trains" use of the trail".</p> <p>Carried.</p>	Chris Smith	Not Received	COS has not yet received a completed risk assessment for review. COS has not yet received any dates for the train along the trail.

OBRT Committee - Meeting Action Sheet

Meeting Date	Meeting Action	Responsibility	Status	Update / Comments
2018 - 4 December	Crowes Buffer Stop Works will need to be completed to fix the Crowes Buffer Stop.	Committee	Not Commenced	Committee to determine the works required to be completed.
2018 - 4 December	Timber trolley/OBRT information building at Rex Norman Park, Gellibrand Works will be required in the future on both the trolley and the building. If Council is going to undertake any works on this building, the Committee would like to know what is going to happen prior to any works occurring. Noted.	Nicole Frampton	Not Commenced	Committee will be updated if works are to be undertaken
2018	Beech Forest to Ferguson maintenance/condition update	Nicole Frampton	Ongoing	Maintenance is being completed to improve this section of trail. Works completed include spraying, vegetation clearance, surface
2018	Outstanding maintenance items	Nicole Frampton	Ongoing	An audit has been completed for the full length of the trail. Maintenance is being completed as per identified works.
2018	Broken trail sign - Gellibrand	Nicole Frampton	Not Commenced	This still needs to be completed. Works will commence once the Coram sign is replaced.
2018	Colac Station section of the OBRT	Nicole Frampton	Not Commenced	Nicole to organise a meeting with Chris, Tricia, Sue and Philippa once the OBRT Audit and Management Plan have been completed. To be discussed at the Committee level once a meeting has occurred.
2018	Humphris Land Titles - Humphris property/land transfer	Nicole Frampton/COS	In Progress	Waiting on the completion of the final survey to enable land transfer. Discussions and updates have been provided to the landowner (Humphris). Nicole and the property department will continue to work with the landowner to get the land transfer completed.
2018	List of land holders (including map) & Licence Renewal update	Nicole Frampton	In Progress	
2017 - December	Coram Station Sign Replacement	Noel Barry	In Progress	Works are progressing to complete the replacement sign



February 2019
Monthly Report

Summary

An asset audit was undertaken that identified all assets on the trail and reported their condition. This work along with an infrastructure audit will be fed into an asset plan (which is being developed) for the trail.



Budget Status

The budget as of the 4/02/2019 \$44,591 of the \$60,000 was spent which is on projection.



Works Completed

Of the 189 defects identified in late September 116 of those defects have been addressed with programed works to address the remaining.

Weekly inspections of the trail, weekly clearing of low hanging branches, removal of fallen logs, clearing drainage and signage inspection.

Blackberries sprayed along the full length of the trail (Colac to Ferguson) .

Slashing and whipper snipping behind the Colac Bowls Club and in-between the train line of Wilson St.



Works Planned

Defects identified which have not yet been completed will be Merited for completion identifying whether the works are maintenance or capital.

Spraying the full length of the trail.

Reach Arm to occur end to end over the next month.

Events

Event applications received:
Nil

- Upcoming Events:**
- 31/03/2019 – Otway Trail Run (Rotary Club of Colac)

Average of 12.6 pedestrians per day using the trail

Trail Count

Data not yet available

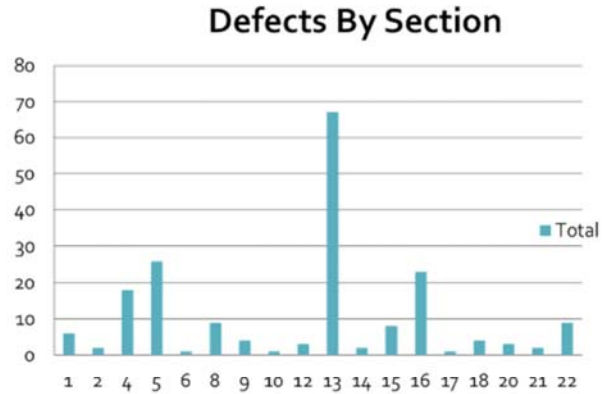
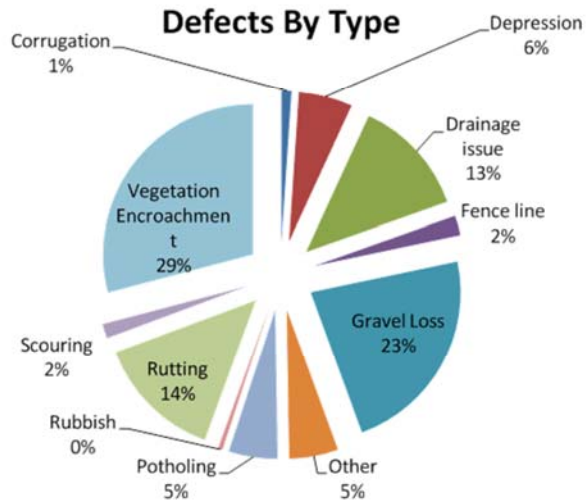
Merits Received

Data not yet available
To be reviewed in 2019

Media Posts



2018 Old Beechy Rail Trail Condition Audit – Summary of Results



Licence/Landowner Agreements

Purpose of this section is to provide the committee with an update of current and due to expire agreements.

Update 5/02/2019: A letter was sent to all landowners on 21/12/2018 advising that Council is reviewing the licence agreement to ensure it meets today's legislative requirements. The updated licence agreement will be presented to all landowners for consideration in the New Year. It is proposed that all agreements/licences will be updated at the same time (ensures consistency with renewal dates).



Pedestrian Tracker Counters

	Date of Reading	Reading	Ped Count	No of Days	Peds/day
Colac (walk 50 metres down trail)	27/11/2018	15125	297	21	14
Coram (Forest St South)	27/11/2018	5739	263	21	13
Maggio's Rd. (near 103 mile post sign)	27/11/2018	38368	395	21	19
Maxwell Rd.	27/11/2018	95083	368	21	18
Fry's Rd. (railway culvert)	4/02/2019	14383	958	84	11
Larson's Gate	10/11/2018	52186	1426	94	15
Zappelli's (just down from gate)	16/11/2018	38790	690	83	8
Ditchley (park at & walk to cattle crossing)	16/11/2018	16041	1605	93	17
Beech Forest (near old church) (new counter installed 7/7/2015)	16/11/2018	9209	492	83	6
Fairyland (park opp. Old Colac Road – walk down hill, near Telstra tower)	16/11/2018	128987	310	83	4



OBRT Maintenance Budget

Month	2018/19 Budget	2017/18 Budget	2016/17 Budget
July	\$1,253 (plus \$26 for bridge works from other budget lines)	\$1,170	\$1,723
August	\$12,296	\$2,269 (plus \$1,963 for bridge works from other budget lines)	\$6,972
September	\$1,567	\$5,572	\$1,702
October	\$1,198	\$1,508 (plus \$631 for bridge works from other budget lines)	\$2,995
November	\$10,987 (plus \$1,152 for bridge works from other budget lines)	\$859 (plus \$573 for bridge works from other budget lines)	\$4,293
December	\$10,414	\$171	\$6,162
January	\$6,876	\$8,561	\$4,520
February		\$2,527	\$5,378
March		\$4,487	\$5,722
April		\$7,025	\$10,334
May		\$910	\$2,012
June		\$22,079 (plus \$512 for bridge and culvert works from other budget lines)	\$1,926
TOTAL EXPENDITURE FOR OBRT MAINTENANCE BUDGET	\$44,591 (as@4/2) Budget Allocated \$60,000	\$55,421 Budget Allocated \$45,000	\$53,737 Budget Allocated \$45,000
TOTAL EXPENDITURE FOR OBRT INCLUDING OTHER BUDGET LINES (Bridges and Culverts)	\$45,769	\$59,100	

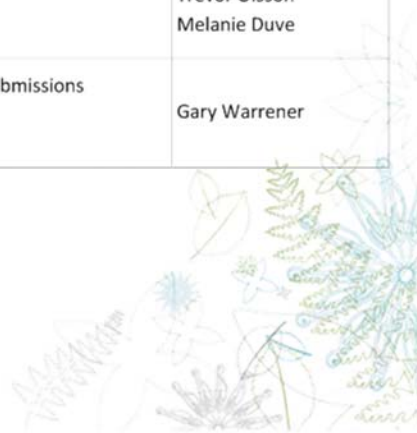
Assembly of Councillors

INVITEES: Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Cr Crook, Cr Smith, Peter Brown, Tony McGann, Errol Lawrence, Ian Seuren		
ATTENDEES: Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Cr Crook, Peter Brown, Tony McGann, Errol Lawrence, Ian Seuren, Sarah McKew, Lyndal McLean		
EXTERNAL ATTENDEES: Nil		
APOLOGIES: Nil		
ABSENT: Cr Smith		
Meeting commenced at 2:25pm		
Declarations of Interest	Item	Reason
Nil		
Time	Item	Attendees
2:25pm – 3:15pm	Ordinary Council Meeting Preparation Cr Hart left the meeting at 2:32pm; returned at 2:34pm	Sarah McKew Lyndal McLean
3:15pm	Meeting closed	



Assembly of Councillors

INVITEES: Cr Smith, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Cr Crook, Peter Brown, Tony McGann, Errol Lawrence, Ian Seuren			
ATTENDEES: Cr Crook, Cr McCracken, Cr Potter, Cr Schram, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Sarah McKew, Trevor Olsson, Melanie Duve, Gary Warrener, Stewart Anderson, Toni Saunders, Jason Clissold, Bruno Dimasi, Vicki Jeffrey, Nick Howard, Tamara Cox, Jeremy Rudd, Darren Graham			
EXTERNAL ATTENDEES: Scott Dunn (Engeny)			
APOLOGIES: Cr Hart, Cr Hanson			
ABSENT: Cr Smith			
Meeting commenced at 11:05am			
Declarations of Interest		Item	Reason
Having declared a conflict of interest, Cr McCracken left the meeting at 12:13pm; returned at 12:44pm.	Cr McCracken	Irrewillipe Road retarding basin upgrade design	Indirect interest – Section 78B I have an indirect interest because my employer, Trinity College Colac, may benefit from this proposal.
Councillor Briefing			
Time	Item	Attendees	
11:05am – 11:15am	Annual Review of 2017-2021 Council Plan	Trevor Olsson Melanie Duve	
11:15am – 11:45am	Colac Otway Shire Draft Economic Development Strategy – Submissions Cr McCracken attended the meeting at 11:19am	Gary Warrener	

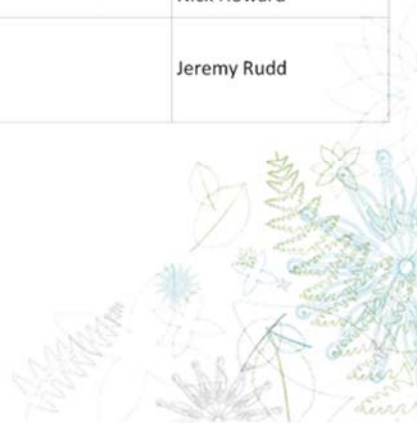


Councillor Briefing (continued)		
Time	Item	Attendees
11:45am – 12:00pm	Break	
12:00pm – 12:44pm	Irrewillipe Road Retarding Basin Upgrade Design Having declared a conflict of interest, Cr McCracken left the meeting at 12:13pm	Stewart Anderson Bruno Dimasi Scott Dunn
12:44pm – 12:54pm	Garden Awards Cr McCracken returned to the meeting at 12:44pm	Gary Warrener Vicki Jeffrey
12:54pm – 1:38pm	Break	
1:38pm – 2:12pm	Rural Councils Transformation Program	
2:12pm – 3:25pm	2019/20 Budget Discussions	Toni Saunders Jason Clissold Nick Howard Tamara Cox Jeremy Rudd Darren Graham
3:25pm – 3:35pm	Break	
3:35pm – 3:47pm	General Business: - Councillor Support Policy	Sarah McKew
3:47pm – 3:50pm	Break	
3:50pm – 4:00pm	Great Ocean Road Investment and Infrastructure Working Group	
4:00pm	Meeting closed	



Assembly of Councillors

INVITEES: Cr Smith, Cr Hanson, Cr Hart, Cr Schram, Cr Potter, Cr McCracken, Cr Crook, Peter Brown, Tony McGann, Errol Lawrence, Ian Seuren		
ATTENDEES: Cr Crook, Cr Hanson, Cr McCracken, Cr Potter, Cr Schram, Peter Brown, Errol Lawrence, Tony McGann, Sarah McKew, Toni Saunders, Jason Clissold, Paul Jane, Jeremy Rudd, Lyndal McLean, Nicole Frampton, Katrina Kehoe, Frank Castles, Nick Howard, Gary Warrener, Simon Clarke		
EXTERNAL ATTENDEES: Lynne Richardson, Irene Pagram, Meagan Le Riche, Sue Tate (Otway Creative Arts Inc.)		
APOLOGIES: Cr Hart, Ian Seuren		
ABSENT: Cr Smith		
Meeting commenced at 1:32am		
Declarations of Interest	Item	Reason
Nil		
Councillor Briefing		
Time	Item	Attendees
1:32pm – 2:05pm	2019/20 Budget discussions	Toni Saunders Jason Clissold Nick Howard
2:05pm – 2:24pm	Options for the Apollo Bay Recreation Reserve Bridge	Jeremy Rudd



Councillor Briefing (continued)		
Time	Item	Attendees
2:24pm – 2:30pm	Library Annexe Discussion (pre-presentation) Cr Potter left the meeting at 2:25pm and did not return	Paul Jane
2:30pm – 3:02pm	Otway Creative Inc Arts Group Discussion and Presentation	Paul Jane Lynne Richardson Irene Pagram Meagan Le Riche Sue Tate
3:02pm – 3:05pm	Break	
3:05pm – 3:15pm	Library Annexe Discussion (post-presentation)	Paul Jane
3:15pm – 3:30pm	Break Cr Schram left the meeting at 3:15pm and did not return	
3:30pm – 3:41pm	Revised report templates	Sarah McKew Lyndal McLean
3:41pm – 4:13pm	Draft Forrest Common masterplan update	Paul Jane Nicole Frampton Katrina Kehoe
4:13pm – 4:43pm	General Business: <ul style="list-style-type: none"> - Special Meeting process - Rates Strategy update - Economic Development 	Sarah McKew Errol Lawrence Simon Clarke Gary Warrener
4:43pm	Meeting closed	



CLOSED SESSION

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 into Closed Session in order to deal with:

SUBJECT	REASON	SECTION OF ACT
<i>Minutes of the Closed Session Council Meeting held on 30 January 2019 and Minutes of the Closed Session Council Meeting held on 27 February 2019</i>	this matter deals with contractual matters; AND this matter may prejudice the Council or any person; AND this matter deals with personnel matters	Section 89 (2) (a), (d) & (h)
<i>Bluewater Legal Issues</i>	this matter deals with contractual matters	Section 89 (2) (d)