

Colac Otway Shire

Marketing Colac Strategy 2012-2015

Table of Contents

1. Acknowledgements.....	4
2. Executive Summary	4
3. About the Project	6
3.1 About Colac Otway Shire Council.....	6
3.2 Background.....	6
3.3 Project Brief	7
3.4 Project Aims and Objectives	7
3.5 Methodology	7
3.6 Community Engagement.....	8
3.7 Limitations	8
3.8 Implementation Timeframes.....	9
4. Research Findings	9
4.1 Primary research.....	9
4.1.1 Personal Interviews	9
4.1.2 Focus groups.....	11
4.1.2.1 COS Management Team Focus Group.....	11
4.1.2.2 OBI Focus Group.....	12
4.1.3 Online survey	13
4.2 Secondary research.....	14
4.2.1 Literature review	14
4.2.2 Statistical data	14
4.2.3 Provincial Victoria Campaign	16
4.2.4 British Columbia, Canada– The Cariboo-Chilcotin Region	17
4.2.5 Towards Open Cities - British Council Report.....	18
5. Colac Marketing Strategy 2012-2015.....	19
5.1 Strategy Vision.....	19
5.2 Strategy Key Performance Indicators	19
5.3 Target audience	20
5.4 Visual identity	21
5.4.1 Brand Pyramid.....	22
5.4.2 Tagline	23
5.4.3 Visual brand	24
5.5 Marketing elements	25
5.6 Campaign Budget	26
5.7 Segment strategy.....	26
5.7.1 Segment plans.....	27
5.7.1.1 Segment: Potential new residents - Singles	27
5.7.1.2 Segment: Potential new residents - Families.....	31
5.7.1.3 Segment: Current residents and community groups	36
5.7.1.4 Segment: Businesses	39
5.7.1.5 Segment: State Government and regional organisations	42
5.7.1.6 Segment: Visitors	43
5.7.1.7 Segment: News media.....	44
5.7.1.8 Segment: Councillors.....	45

6.	Conclusion	46
7.	Appendices.....	48
8.	Appendix 1 - Community Engagement Plan	49
9.	Purpose	51
10.	Background.....	51
11.	Objectives	51
12.	Research	52
13.	Approach.....	52
13.1	Explanation of Methods.....	53
13.1.1	Teleconferences/personal interviews	53
13.1.2	Focus Groups.....	54
13.1.3	Survey.....	54
14.	Stakeholders	54
15.	Key Messages	55
16.	Timing.....	56
17.	Evaluation	56
18.	Appendix 2 - Summary of Key Interviews.....	56
19.	Appendix 3 – Focus Groups.....	66
20.	Appendix 4 - Online survey of General Colac Community.....	74
21.	Appendix 5 - Literature Review	78
22.	Appendix 6 – Provincial Victoria survey	89
23.	Appendix 7 - British Canada 7 towns initiatives.....	91
24.	Appendix 8 - AIDA Model.....	94
25.	Appendix 9 – The Roy Morgan Value Segments for Colac Marketing Strategy	95
26.	Appendix 10 – Website recommendations	97
27.	Appendix 11 - Outdoor signage recommendations.....	99

1. Acknowledgements

The Marketing Colac Strategy 2012-2015 has been developed as a result of information received from a variety of contributors, including;

- Colac Otway Shire CEO
- Colac Otway Shire Management Team
- Otway Business Incorporated
- Colac Community
- Key stakeholders from State Government
- Key stakeholders from regional organisations

The contributors are thanked for their time and for generously sharing their knowledge and opinions.

2. Executive Summary

This Colac Otway Shire Marketing Colac Strategy 2012-2015 details the strategies and tactics recommended to achieve sustainable population growth. Specifically, the strategy focuses on attracting families and single professionals to relocate to Colac.

The process undertaken to develop the strategy included:

- Primary research, consisting of:
 - Personal interviews with key stakeholders.
 - Focus groups with representatives from identified interest groups
 - A survey seeking community opinions
- Secondary research, consisting of:
 - A literature review. Over thirty documents were read
 - A review of various statistical data, sourced from the Australian Bureau of Statistics, id profile and local government studies
 - International case study research

Major findings include:

- The target market for sustainable population growth currently resides in the Geelong region, country areas outside Colac and outer Melbourne. These people ideally have their origins in Colac or the Colac region (primary target market) or were raised in a country, regional or rural environment or raised in Victoria (secondary target markets). They are single professionals aged 22–35 years or families with parents aged 25–45 years, with children aged 0 to 15 years.
- The liveability factor strengths that appeal to the target market include:
 - Strong sense of community spirit and pride
 - Housing affordability and diversity
 - Proximity to other major centres and tourist attractions
 - Iconic tourist attractions and villages such as Birregurra
 - Safe environment to raise children, low crime rate
 - Good quality preschool and primary school educational options
 - Active sporting and cultural community with good facilities
 - A healthy and vibrant natural environment
 - Good prospects for small business ownership
- Colac's comparative advantage in these liveability factor strength areas are:
 - The rural surroundings: Colac offers the opportunity to escape the city/suburban environment (high density housing, traffic, pollution)

- Affordable housing: directly impacts on quality of life by ways such as lessening mortgages, increasing disposable income, assuming a less stressful job
- Safety: Colac provides a secure environment in which to raise children
- Family: Colac is an attractive area for people seeking to relocate to their origins
- Proximity: to coast, regional features, local facilities (no traffic), close to city but country
- Sense of community: Colac presents a friendly, caring atmosphere to new residents
- Educational opportunities: Colac provides city-standard educational facilities and services
- Employment opportunities: the local vibrant service and manufacturing industries are attractive to skilled workers and a must-have for the target market
- Medical facilities: Colac's facilities are of a high standard
- Arts and culture: at the heart of Colac's arts and culture scene is the Colac Otways Performing Arts & Cultural Centre
- The Colac brand should be sophisticated and vibrant, highlighting the areas natural's assets, while creating a "boutique" feel and communicating that Colac is a great place to live, work and play. Research indicates that stakeholders prefer the new Colac brand to have a vibrant blue and green colour pallet and a modern design.
- There exists keen interest and enthusiasm from stakeholders including local businesses and the general community to support a focus on attracting new residents to Colac.

As a result of these findings, key outputs and recommendations explained within the Colac Marketing Strategy 2012-2015 include:

- The development of a brand, "Colac, Life, your way" that encapsulates the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition
- The action plan to promote the comparative advantage to the target market, bearing in mind the likelihood of available resources to Colac Otway Shire and OBI, includes the recommending of key marketing elements of the Strategy as listed below, as they provide effective means to communicate key messages to the target market in a cost effective manner:
 - A new Colac brand, which encompassing the visual identity and tagline will provide the foundation on which the campaign is built.
 - A website
 - A comprehensive public relations (PR) program
 - A suite of collateral, clearly branded and focusing on the key messages to each target market. The collateral will also be available to local residents who will be encouraged to adopt an ambassadorial role, fostering positive word-of-mouth endorsement of the town's liveability
 - Township directional and informational signage
 - Direct, highly targeted campaigns will utilise online channels, such as social media and advertising on websites frequented by the target audience. The more traditional direct mail channel will also be used.
 - The use of mass media components, such as television, radio and press is limited as they are not able to provide a cost effective method of reaching the target audiences in sufficient frequencies for the messages to achieve cut-through and recall. However, it is recommended a suite of material be developed to take advantage of any lower cost 'distressed space' opportunities that may arise.

3. About the Project

3.1 About Colac Otway Shire Council

According to the Council Plan 2010, Colac Otway Shire is situated within a two hour drive of Melbourne and is a vibrant and progressive rural, residential and resort area. Located in the centre of the Barwon South West, Colac benefits from strategic planning, economic and social opportunities with both G21 and the Great South Coast.

The Shire encompasses a total land area of 3,250 square kilometres, of which a large proportion is State Forest and National Park, including beaches, coastline, rainforests, waterfalls, lakes and craters.

Much of the rural area is used for timber getting and agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, although timber and fishing are prevalent in the south. Tourism is an important industry, especially in the southern section along the Great Ocean Road.

The Shire has two main townships, with many small villages and localities. The largest town is Colac, which serves as an administrative, retail and commercial centre for the Shire and surrounding region with a population of approximately 12,000. The other major township is Apollo Bay, which serves as the major tourism centre. Apollo Bay has a permanent population of 1,000 that swells to over 15,000 during the summer season

Colac is thought to be named after the Coladjin Aboriginal tribe that once lived in the area. Cape Otway was named by Lieutenant Grant in 1801 after a Captain Otway.

3.2 Background

According to the Colac Otway Shire Council Plan 2009-2013, the Council's vision is:

"Council will work together with our community to create a sustainable, vibrant future".

The Strategic Snapshot accompanying the Council Plan outlines the challenges regarding the word "sustainable" given an ageing, and declining population. Specifically, the Strategic Snapshot (p4) details:

"Colac Otway [forecast population] will grow at half the rate for Victoria which amounts to a net relative decline."

"The working age group (18 to 60) will increase at only one sixth the rate of the retirement age group (60 plus) placing increased pressure on the already tight skills and labour market (Id Profile)."

"Business and private capital investment is often related to the availability of labour and skills and is therefore likely to continue at relatively low to negative growth levels."

In order to cease and reverse the negative population growth rates, Council has recognised Marketing and Promotion as a priority area for action and identified that the focus should be on attracting a sustainable population.

3.3 Project Brief

The Colac Otway Shire Economic Development Action Agenda 2009-2013 recognised Marketing and Promotion as a priority area for action and identified that the focus should be on attracting a sustainable population.

"The development of a strategic marketing and promotion campaign targeting families and single professionals."

3.4 Project Aims and Objectives

Colac Otway Shire sought to identify the township's liveability factor strengths for marketing and promotional purposes and a new brand.

The objectives are to:

1. Identify the target market for sustainable population growth.
2. Identify the liveability factor strengths that appeal to the target market.
3. Identify Colac's comparative advantage in these liveability factor strength areas.
4. Develop a clearly articulated action plan to promote the comparative advantage to the target market, bearing in mind the likelihood of available resources to Colac Otway Shire and OBI.
5. Develop a brand that will encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition.
6. Engage local business and the community and achieve "buy in" to both the Strategy and the brand.

The project was segmented into five key deliverable areas:

1. Research and literature review
2. Identification of target market
3. Business and community engagement
4. Brand development
5. Strategy development including action plan

This document is written in plain English, avoids the use of marketing jargon and provides a balance between marketing theory and practical implementation. It is intended to be a living document, regularly reviewed and updated in response to changing circumstances and to maximise campaign results.

3.5 Methodology

The methodology consisted of three key phases, as described below.

1. **Discovery phase:** The Discovery Phase's main objective was to collect all data relevant to the project, via primary and secondary research, to ensure that all stakeholders were working together as a unified team to reach common goals and objectives, and to give the project exciting momentum which is sustained throughout the entire project period

2. **Strategy development phase:** this phase included the reporting of Discovery Phase findings, drafting the Colac Marketing Strategy 2012-2015 and providing a briefing to Council on the draft report.
3. **Brand development phase:** Brand Bureau's (formerly Warne Marketing's) Creative Director and design team developed three concepts, with one selected, developed and supplied with a Style Guide.
4. **Strategy refinement phase:** This Phase concluded with the delivery of the final strategy, addressing a detailed implementation across three years.

3.6 Community Engagement

As outlined in the Brief:

“A key element in the development of the Colac Marketing Strategy will be the business and community engagement strategy. It is expected that the strategy will be based on the Colac Otway Shire “community Engagement Policy 2010”, and follow the principles of the IAP2 Public Participation Spectrum.”

The principles of IAP2's Public Participation Spectrum have been applied to this Community Engagement project, assisting with the selection of the level of participation that defines the public's role. The Spectrum shows that differing level of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made. However, and most importantly, the Spectrum sets out the promise being made to the public at each participation level.

The objectives of this Community Engagement activity are to:

- Identify the strengths and weaknesses of the ‘Colac More Than You Imagine’ campaign
- Identify the liveability factor strengths that appeal to the target market.
- Identify Colac's comparative advantage in these liveability factor strength areas.
- Identify reasons for people relocating **from** Colac
- Identify reasons for people relocating **to** Colac
- Identify the level of interest in participating in the execution of the Colac Marketing Strategy
- Identify the level of capacity to participate in the execution the Colac Marketing Strategy
- Identify issues relating to the integration of the new brand and its universal local acceptance
- Gather insights into the visions various interest groups have of a new Colac brand, including imagery to include, and to avoid
- Gain feedback on target audience perception of a new Colac brand.

Then complete Community Engagement Plan for the development of the Colac Marketing Strategy can be found in Appendix 1.

3.7 Limitations

The following project scope boundaries and limitations that impact on the Strategy:

- Numerous local and state based projects will positively impact on the liveability factor strengths of Colac, including the Upgrade of the Princess Highway West, the Apollo Bay Harbor Precinct project and the CBD & Entrances project.

However we cannot wait until these projects are completed. The strategy is based on what liveability factor strength exists currently.

- The Australian Bureau of Statistics data is based on the 2006 Census. New census data is not available until July 2012.
- It is outside the scope of this strategy to:
 - Focus on the attraction and retention of business and industry to the region and the resulting impact on employment opportunities. It is well recognised that employment opportunities are a key consideration in relocation. The strategy is based on the local economic environment that exists currently.
 - Recommend methods of raising funds to finance the strategy implementation. COS has ear-marked an implementation budget for this strategy.
 - Address retention issues of current residents. The population of any town is a result of the following simple equation: Population = Current residents plus the inflow of new residents less the outflow of past residents. This strategy focuses on encouraging the inflow of new residents. Retention strategies aimed at existing residents and stemming the outflow of residents to other locations are intrinsically different in nature from attraction strategies and as such are outside the scope of this document.

3.8 Implementation Timeframes

The Colac Marketing Strategy identifies short term and long term projects for the Council, illustrated in an action plan.

The strategy and accompanying campaign is designed to be implemented throughout the next three years, from 2012 until 2015. Tactics have been identified in working priority/date order.

4. Research Findings

4.1 Primary research

Three methods of primary research, sourcing both qualitative and quantitative data, were employed: personal interviews, focus groups and a survey.

4.1.1 Personal Interviews

Fourteen in-depth personal interviews with key stakeholders were conducted during June and July 2011.

The stakeholders were selected based on their knowledge of, role in decision-making for and/or influence on community and economic development activities in the region.

Interviewees included State Government representatives, an influential regional lobby group, members of the local business association, a tourism body officer and respected local community and business leaders.

The purpose of the interviews was to develop a detailed understanding of relevant issues and initiatives impacting on the project.

The interviews were semi-structured, with a conversational approach that relied on open ended questions.

The key themes/findings are summarised below. Refer to Appendix 2 for detailed summaries of each of the interviews.

Topic	Findings
Integration with the initiatives of key stakeholder organisations	<ul style="list-style-type: none"> • Key stakeholder organisations such as G21, Regional Development Victoria and Otways Tourism indicated they support a move by Colac Otway Shire to pro-actively attract new residents to the area. • No conflicts of interest were apparent, nor did there appear to be any danger of unnecessarily duplicating efforts or creating disparate messages. • G21 suggested COS had the opportunity to utilise existing promotional channels to a greater degree and become a more active member of the Regional Marketing Alliance. • Otways Tourism indicated a visual identity for Colac would assist in their efforts to market the area.
Strengths of the Colac More Than You Imagine campaign	<ul style="list-style-type: none"> • Strong support by the business community • Visual brand considered vibrant, representative of key local industry and well adopted • Integrated campaign with many facets, from newspaper advertisements and shop front signage to flags in the main street.
Weaknesses of the Colac More Than You Imagine campaign	<ul style="list-style-type: none"> • Lack of on-going funding • Retail focus • Unsure of objectives and therefore uncertain if it achieved the required results.
Colac liveability factor strengths	<ul style="list-style-type: none"> • Strong sense of community spirit and pride • Housing affordability • Diversity of housing. Able to purchase land and build a new home, able to live in the town in an established home, or purchase a rural property. • Central position – springboard to Melbourne city or the coast • Iconic tourist attractions and villages such as Birregurra • Safe environment to raise children, low crime rate • Good quality primary educational options • Short commute times – everything is only 5 mins away • Active sporting community • COPACC entertainment facility
Why people relocate TO Colac	<ul style="list-style-type: none"> • Escape the city rat race / seeking rural lifestyle • Housing affordability - People can sell their property in Melbourne or Geelong and find a good quality property in Colac, decrease their mortgage, put money in the bank and afford to take a lower salary and less stressful job

Topic	Findings
	<ul style="list-style-type: none"> • Safe environment to raise children • Returning home
Why people relocate FROM Colac:	<ul style="list-style-type: none"> • Lack of tertiary educational facilities • Career options, for professionals
Vision for a new Colac Brand:	<ul style="list-style-type: none"> • We need to have a more sophisticated image • Highlight our natural assets
Participating in the new Colac marketing campaign	<ul style="list-style-type: none"> • Most local business operators interviewed would be willing to be involved in the implementation of a campaign

4.1.2 Focus groups

Two focus groups were conducted, with the first focus group consisting of 16 members of the Council Management Team. The second and final focus group was conducted with 15 members of Otway Business Incorporated together with two community leaders.

The focus group key themes/findings were similar across both focus groups and also mirrored the points raised in the above personal interviews. They are summarised below.

4.1.2.1 COS Management Team Focus Group

The COS management Team's responses can be summarised as follows:

Topic	Findings
Strengths of the Colac More Than You Imagine campaign	<ul style="list-style-type: none"> • Strong support by the business and community • Visual brand considered vibrant, representative of key local industry and was memorable • Included mass media channels such as TV and radio
Weaknesses of the Colac More Than You Imagine campaign	<ul style="list-style-type: none"> • Lack of on-going funding • Strong launch then activity not sustained • Narrow focus, retail only • Objectives of campaign not broadly known and no campaign evaluation conducted
Colac liveability factor strengths	<ul style="list-style-type: none"> • Natural environment • Sporting facilities • Good preschool and primary school educational options • Proximity to other major centres, tourist attractions • Safety
Why people relocate TO Colac	<ul style="list-style-type: none"> • Connections to family • Proximity to coast, regional features, local facilities (no traffic), close to city but country • Rural lifestyle, sea & tree change • Housing affordability
Why people relocate FROM Colac	<ul style="list-style-type: none"> • Lack of secondary and tertiary educational facilities • Career options, for professionals • Lack of understanding of what's in their own

Topic	Findings
	<ul style="list-style-type: none"> backyard – perceived it may be better elsewhere Lure of big city benefits Follow children to Melbourne Poor image Travel/rail connections not conducive to commuting
Vision for a new Colac Brand	<ul style="list-style-type: none"> Major industry type Natural beauty – plains, Otway's, coast, lakes, Memorial square, clean water Many respondents asked that an image of the lake not be used, as it already features in many other logos Recreation activities Vibrant, exciting, positive Boutique feel

4.1.2.2 OBI Focus Group

The OBI Focus Group responses can be summarised as follows:

Topic	Findings
Strengths of the Colac More Than You Imagine campaign	<ul style="list-style-type: none"> Business community worked together Visual brand representative of key local industry Included mass media channels such as TV and radio
Weaknesses of the Colac More Than You Imagine campaign	<ul style="list-style-type: none"> Lack of on-going funding, funding ceased in year 2 of 3 year campaign Narrow focus, retail only and Colac centric
Colac liveability factor strengths	<ul style="list-style-type: none"> Away for rat race – traffic noise etc Affordability – cheaper housing Safety – good environment to raise kids Sense of community – know your neighbours, vibrancy of the town, Natural environment – fresh air Good prospects for small business ownership
Why people relocate TO Colac	<ul style="list-style-type: none"> Escape the city rat race / seeking rural lifestyle/tree change/seeking wide open spaces/quality of life Housing affordability Safe environment to raise children Sense of community Connections to family
Why people relocate FROM Colac	<ul style="list-style-type: none"> Lack of secondary and tertiary educational facilities Career options, for professionals Lack of understanding of what's in their own backyard – perceived it may be better elsewhere Lure of big city benefits Sick of gossip
Vision for a new Colac Brand	<ul style="list-style-type: none"> Include people Showcase the towns vibrancy, our mix of

Topic	Findings
	<ul style="list-style-type: none"> contemporary and heritage A great place to live, work & play Come to Colac ...
Participating in the new Colac marketing campaign	<ul style="list-style-type: none"> OBI members would like to provide input at all stages. One member asked if this campaign should link in with the Otway "Breathe Easy" campaign

Refer to Appendix 3 for detailed summaries of the written responses focus group members provided.

4.1.3 Online survey

The findings of the personal interviews and the focus groups assisted in the development of a survey. The survey sought the opinions of the general Colac community, and was distributed during July and August 2011. The survey was able to be completed either on-line or in hand written form.

The survey was promoted to the general community via:

- Email to the Council's Economic Development Department's local business database
- Email to the OBI database
- A media release
- An advertisement in the Colac Herald (part of the Council column)
- A link from the Council's website

Hard copies of the survey were available at the Visitor Information Centre, Library and the Council Customer Service outlet.

The survey gathered quantitative data and as the survey included space for comments, it also obtained qualitative responses.

One hundred and forty one respondents began the survey, with one hundred and twenty five, or 89% completing the survey.

Educational and employment opportunities, together with medical facilities and housing affordability were seen as the most important considerations when young families are deciding to move to Colac. These aspects of life in Colac will form part of the key messages to young families.

Respondents thought single professionals, like young families, are most concerned about employment opportunities. Respondents then indicated they think single professionals differed from young families in that they are more concerned with connectedness, in terms of distance from major cities and amenities to facilitate social interaction, such as cafes and clubs.

Educational and employment opportunities, together with medical facilities and access to major cities were seen as the most important considerations when young families are deciding to move away from Colac.

Not surprisingly, the positive aspects of Colac life thought to be particularly evident, such as housing affordability, personal safety and sporting clubs, were not seen as important in the decision for young families to move away. This further illustrates the strength of these positive aspects of life in Colac.

Employment opportunities, access to major cities, nightlife and post secondary educational opportunities were seen as the most important considerations when single professionals are deciding to move away Colac.

Respondents indicated they prefer the new Colac brand to have a vibrant blue and green colour pallet and a modern design.

Respondents indicated they prefer that the new Colac brand not include dull, dark colors.

Respondents indicated they would be happy to actively promote Colac.

Further detail in relation to the community survey appears in Appendix 4 and the findings where relevant have been incorporated into the Strategy and Actions.

4.2 Secondary research

4.2.1 Literature review

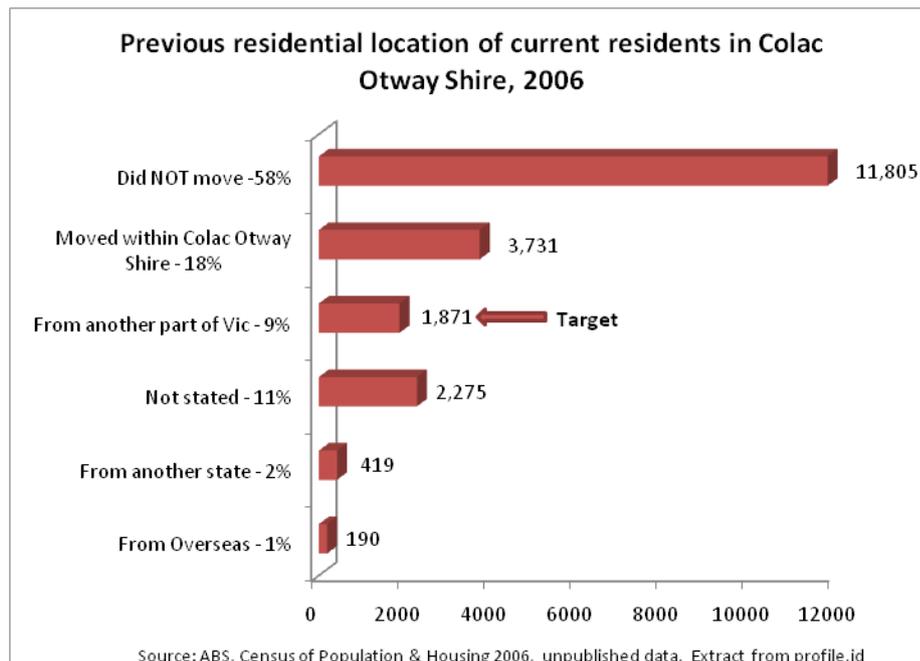
Thirty-one documents were read and analysed in relation to the core aspects of the project. The key themes/findings reflect the basis for the Colac Marketing strategies brief and resultant recommendations.

Refer to Appendix 5 for full details of the Literature Review. The content has been considered and where relevant incorporated into the Colac Marketing Strategy.

4.2.2 Statistical data

A review of various statistical data, primarily sourced from the Australian Bureau of Statistics, id profile and Local Government studies revealed pertinent information regarding population migration into and out of Colac.

The following table indicates the largest segment of people that moved to the Shire moved from another location in the state.



Further investigating those that moved from other parts of Victoria reveals the majority moved from:

- Geelong and surrounds (43%)
- Country areas outside Colac (39%, 19% of which are from Corangamite)
- Outer Melbourne (18%)

Refer to the table below for a detailed examination of the source of new residents.

Top 15 Local Government Area Ranked By Gain To Colac Otway Shire ¹		
	In	%
Greater Geelong (C)	296	29%
Corangamite (S)	196	19%
Surf Coast (S)	149	14%
Ballarat (C)	57	6%
Casey (C)	46	4%
Warrnambool (C)	38	4%
Moonee Valley (C)	36	3%
Brimbank (C)	35	3%

¹Source: ABS, Census of Population & Housing 2006, unpublished data. Extract from profile id. Migration into and out of Colac Otway Shire, 2001 to 2006. Note this data ignores net migration as retention issues are outside the scope of this strategy.

Top 15 Local Government Area Ranked By Gain To Colac Otway Shire ¹		
Hobsons Bay (C)	30	3%
Frankston (C)	29	3%
Melbourne (C)	28	3%
Campaspe (S)	27	3%
Boroondara (C)	26	3%
Wangaratta (RC)	21	2%
Manningham (C)	15	1%
Total	1029	100%

4.2.3 Provincial Victoria Campaign

Extensive research, investigating reports, articles and papers across the public domain and academic sources, has revealed the following local and international case studies. These case studies have been identified as providing valuable and relevant insights into how other towns have undertaken population attraction programs.

According to the Provincial Victoria campaign website:

“...in 2003, the Victorian Government launched the Make it Happen in Provincial Victoria campaign, in partnership with the State's 48 rural and regional councils, to raise awareness of the opportunities to live, work and invest in Provincial Victoria.

The campaign is part of a strategy by the Victorian Government to drive sustainable growth across the State... The campaign aims to:

- *Correct misconceptions about Provincial Victoria*
- *Encourage city dwellers to move to Provincial Victoria*
- *Unite rural and regional Victoria under the banner 'Provincial Victoria'*

It includes print and television advertising, public relations, a website, a branding style guide and a range of marketing materials...

In 2006-07 the State's regional population rose by 1.1 per cent, the third-highest growth rate of all states. Between 2001-02 and 2006-07, Victoria's regional population grew by 4.5 per cent with an average annual growth rate of 0.9 per cent.²

Regional Development Victoria, the body responsible for the campaign, commissioned a study³ in 2009 to investigate the decision-making process involved with moving to provincial Victoria.

² (<http://www.provincialvictoria.vic.gov.au/about.aspx>)

³ Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat

Three hundred and sixty nine people who had moved from Melbourne to provincial Victoria in the past 10 years responded to the survey. The survey results provided key learnings as summarised in Appendix 6.

The duration and investment in this campaign has undoubtedly raised awareness of the opportunities available to move to outside of metropolitan areas.

Colac Otway Shire has indicated that the general nature of the campaign has made it difficult to measure the direct impact on new resident levels to Colac.

Discussions with state government representatives indicate that the next reiteration of the campaign is currently being developed.

Key components of the campaign include a website, public relations activities, a brand and marketing collateral.

4.2.4 British Columbia, Canada– The Cariboo-Chilcotin Region

Retention and Attraction of People to the Cariboo-Chilcotin Region. (Nov 2006)⁴

The Cariboo-Chilcotin Region is a district in British Columbia, Canada. The area is traditionally economically reliant on timber production. With a mountain pine beetle epidemic threatening the economic sustainability of the region, an action group was developed. One of the outputs of the action group was a population retention and attraction strategy. The strategy includes a comprehensive literature review reporting on why people leave and why people relocate to rural communities.

The Cariboo-Chilcotin strategy also analysed the activities of seven towns considered successful at implementing retention and attraction programs. The strategy reports, “the towns benchmarked for this study had developed specific strategies to attract and retain certain population groups, and continue to refine and implement these strategies. Although the initiatives differ across the communities, there are significant similarities.

Each community exhibits:

1. An understanding of what the target populations look for in a community.
2. An extensive marketing campaign directed specifically to the target populations.
3. An understanding that community upgrading projects contribute to the economic development of the community by creating the amenities that attract and retain population.
4. The development and fostering of cooperative partnerships between local government and industry, local government and community groups, and within and across agencies and departments.
5. A clear growth management strategy based on the need to predict and prepare for the impact of population change on the community's physical and social structures.

The initiatives of the seven towns that are relevant to the Colac Marketing Strategy include websites, magazine ads, public relations and recognising that new residents were often first tourists. Appendix 7 summarises the seven towns' initiatives.

⁴ <http://www.c-cbac.com/Documents/wdgpdf/12-31-06%20CCBAC%20Retention%20and%20Attraction%20Strategy.pdf>

4.2.5 Towards Open Cities - British Council Report⁵

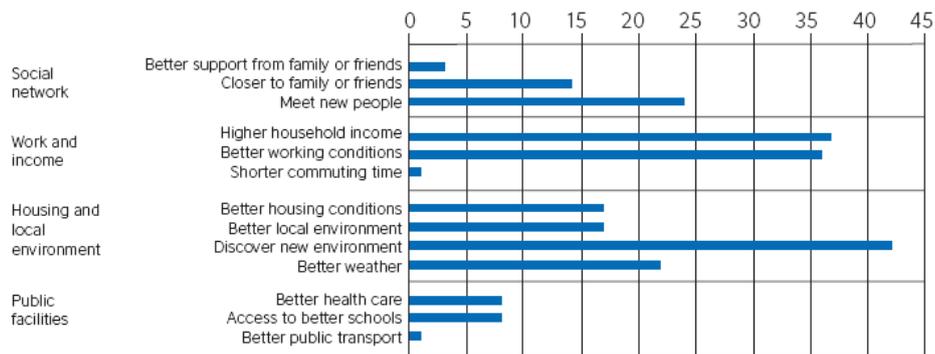
This report investigates the issues involved in attracting international population migration, principally between the major cities in the European Union.

The focus of this report is the ‘openness’ of cities, a concept which is not definitively defined but is thought to encompass economic factors, regulatory factors such as immigration and asylum policies and cultural factors such as the propensity of the local population to respect and welcome new immigrants.

Whilst the report is concerned with cities, and addresses immigration issues that are not particularly relevant to Colac, the following information is relevant, in a general sense, to the Colac strategy.

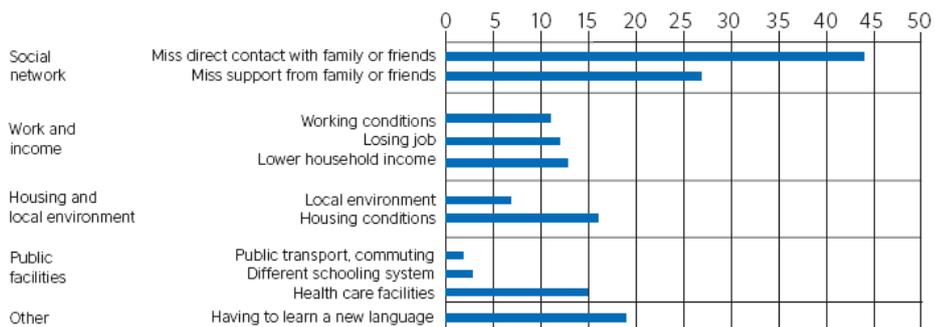
The results below of the study of respondents from the EU who intend moving to another country within the next five years are consistent with the results of the primary research we have conducted for this strategy. The results also mirror the findings of other secondary research.

Figure 6: Factors that encourage people to move to another EU country (%)



Notes: Figures are for respondents from the EU 25 who intend moving to another country within the next five years

Figure 7: Factors that deter people from moving to another EU country (%)



Notes: Figures are for respondents from the EU 25 who do not intend moving
Source: Eurobarometer (2005)

According to Harvard Business Professor Rosabeth Moss Kanter the challenge of city growth and competitive advantage can be understood by ‘magnets’ and ‘glue’. ‘Magnets’

⁵Towards Open Cities - British Council Report
2008 http://opencities.britishcouncil.org/web/download/conference/towards_opencities.pdf

are defined as the elements that attract not only investment but also people to cities, and ‘glue’ as the social foundation that fosters health and well-being, and which contributes to the bonds of community. (Toriman, 2002).

Immigrants want to settle first where there is the greatest number of employment opportunities and for highly skilled immigrants another important magnet is opportunities for professional development and advancement.

Aside from economic opportunities, there are cultural, risk, and economic factors that shape how open a city is to immigrants. Immigrants seek welcoming communities, as well as affordable housing, educational opportunities for themselves and their children, and a vibrant community with cultural activities and recreation.

The report advises that in order for cities to retain immigrants who settle there as well as existing populations, they must pay attention to the quality of life they offer their residents, and give them reasons to stay.

5. Colac Marketing Strategy 2012-2015

5.1 Strategy Vision

To encourage the target audiences to relocate to Colac by:

- Placing Colac on their ‘shopping list’ of potential areas to relocate to (brand awareness)
- Positioning Colac as a desirable place to live in the minds of the target audiences (brand attributes)
- Prompting an information search (provision of marketing collateral)
- Providing an incentive to relocate (call to action)

This approach is based on the AIDA communication model, as outlined in Appendix 8.

5.2 Strategy Key Performance Indicators

The KPIs for the Colac Marketing Strategy include:

Indicator	Measure
Media clippings	<ul style="list-style-type: none"> • Number published/broadcast • Proportion of positive stories • Proportion of negative stories • Commercial value of column centimeters of print
Business/investor segment outcomes	<ul style="list-style-type: none"> • Business partner participation levels • Segment feedback • Number of individual touch points • Number of partner touch points
Government outcomes	<ul style="list-style-type: none"> • Number of touch points at all tiers of government • Successful outcomes • Segment feedback
Tourism data	<ul style="list-style-type: none"> • Tourism partner participation • Tourism partner feedback • Visitor feedback
Councillors	<ul style="list-style-type: none"> • Feedback from Councillors
Local community	<ul style="list-style-type: none"> • Awareness survey results

	<ul style="list-style-type: none"> • Satisfaction survey results
Website	<ul style="list-style-type: none"> • No of unique visitors • Length of time of page • Requests for information • Database growth • No. of e-newsletters published
Social media	<ul style="list-style-type: none"> • Number of likes and followers • Number of comments • Number viewed status updates
New Residents kit	<ul style="list-style-type: none"> • Number requested • Number distributed • Feedback from recipients
Signage	<ul style="list-style-type: none"> • Number of new signs erected

5.3 Target audience

The brief is to attract a sustainable population, in particular the brief identified the segments *families and single professionals as those that should be targeted*.

The Colac Otway Economic Development Action Agenda 2009-2013 p 16 reasons that the families and single professionals ‘... workforce demographic strengthens the longevity and productivity of the shire’s labour force and because life stage are more likely to have a more even ‘work life’ balance necessary for economic growth’.

Further refining the ‘families and single professionals’ target audience is required to ensure the strategy is not one of mass marketing but rather is able to take full advantage of a segmented approach to marketing. The following target market characteristics and attributes have been identified as:

Target Market Characteristics		
Type	Description	Rationale
Location	Currently living in the Geelong region, country areas outside Colac and outer Melbourne.	The majority of people moving to Colac in the last ABS census were from these areas. This demonstrates that people from those locations represent the greatest opportunity and as such these geographic areas will be targeted.
Origin	<ol style="list-style-type: none"> 1. Raised in Colac or the Colac region (primary) 2. Raised in a country, regional or rural environment (secondary) 3. Raised in Victoria (secondary) 	A quarter (25%) of those responding to the Relocated Residents Survey ⁶ were ‘more than likely returning to their original home town or area.
Age & Family structure	<ul style="list-style-type: none"> • Single professionals 22 – 35⁷ • Families – parents aged 25 – 	According to the Colac Otway Shire Economic Development Action Agenda (p16), there is a

⁶ Relocated Residents Survey August 2009. ASCET Group and the centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat

⁷ ABS Australian Social Trends 2007, Lifetime Marriage And Divorce Trends. The median age at first marriage for men is 30.0 years in 2005. For women, the median age at first marriage was 28.0 years in 2005.

Target Market Characteristics		
Type	Description	Rationale
	45, children aged 0 to 15	need to attract and retain families and single young professionals who will work in the region and contribute economically. Rather than retirees/sea and tree changers who focus more on the 'life' in work/life balance.
Employment – full time/part time/ white collar occupations self employed	<ul style="list-style-type: none"> • Single professionals – full time, employed in white collar or skilled trade positions. • Families – main bread winner in full time position employed in white collar or skilled trade positions. Partner may work full time, part time or not work at all. 	As above
Lifestyle	Roy Morgan Values Segments* TM fitting best with the brief are: <ul style="list-style-type: none"> • Conventional Family Life (primary) • Socially Aware (primary) • Visible Achievement (secondary) • Something Better (secondary) 	The Characteristics of each of the Roy Morgan Segments are described in Appendix 9.

Target market – who Colac Marketing Strategy does NOT target

Statistics show large numbers of retirees are moving to sea change and tree change areas, and that demographic would appear to be an obvious target group to encourage a relocation to Colac. However this strategy does not target retirees.

The State of the Regions report for 2003-4 prepared for the Australian Local Government Association. (NIEIR 20038) suggests that the sea change phenomenon, which has predominantly seen large numbers of retirees moving to the coast, has led to high unemployment and high demand for services and infrastructure, often placing impossible demands on local councils.'

Similarly, international academic papers concur. Clibbon (1998) cites the negative impacts of migratory retirees on small towns as including (1) increasing congestion and environmental difficulties; (2) creating mainly low-wage jobs; (3) driving up housing costs; (4) increasing health care costs; and (5) conflicting with the priorities of other residents, possibly preferring government to provide specialized elderly services rather than education, for example, (Fagan and Reeder).

5.4 Visual identity

The project brief requires that a brand be developed that will:

⁸National Institute of Economic and Industrial Research (2003), *State of the Regions 2003-2004* ALGA Canberra

“encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition. “

A brand is a set of images, impressions and beliefs associated with a product or service which has formed a distinct and meaningful relationship with the audience.

The basic principle is that the power of a brand lies in the minds of the audience and what they have experienced and learned about the brand over time.

A brand can be segmented into various parts:

An important intangible asset is **brand equity** which can be seen as the reservoir of results gained by good marketing but not yet delivered to the profit and loss account. Brand equity is comprised of awareness, attitudes, associations, memories and habits, which cause people to choose/recommend the brand more often and/or in larger quantities and/or at higher prices than would otherwise be the case.

Brand image is the perceived impressions of a brand by its audience. Brand image is a multidimensional concept that is hard to measure precisely but can be defined by its associations, e.g. Toyota is associated with sporting events. The various ways of measuring brand image, e.g. whether it has relatively high status, are intermediate metrics. Brand image is closely related to **attitude**.

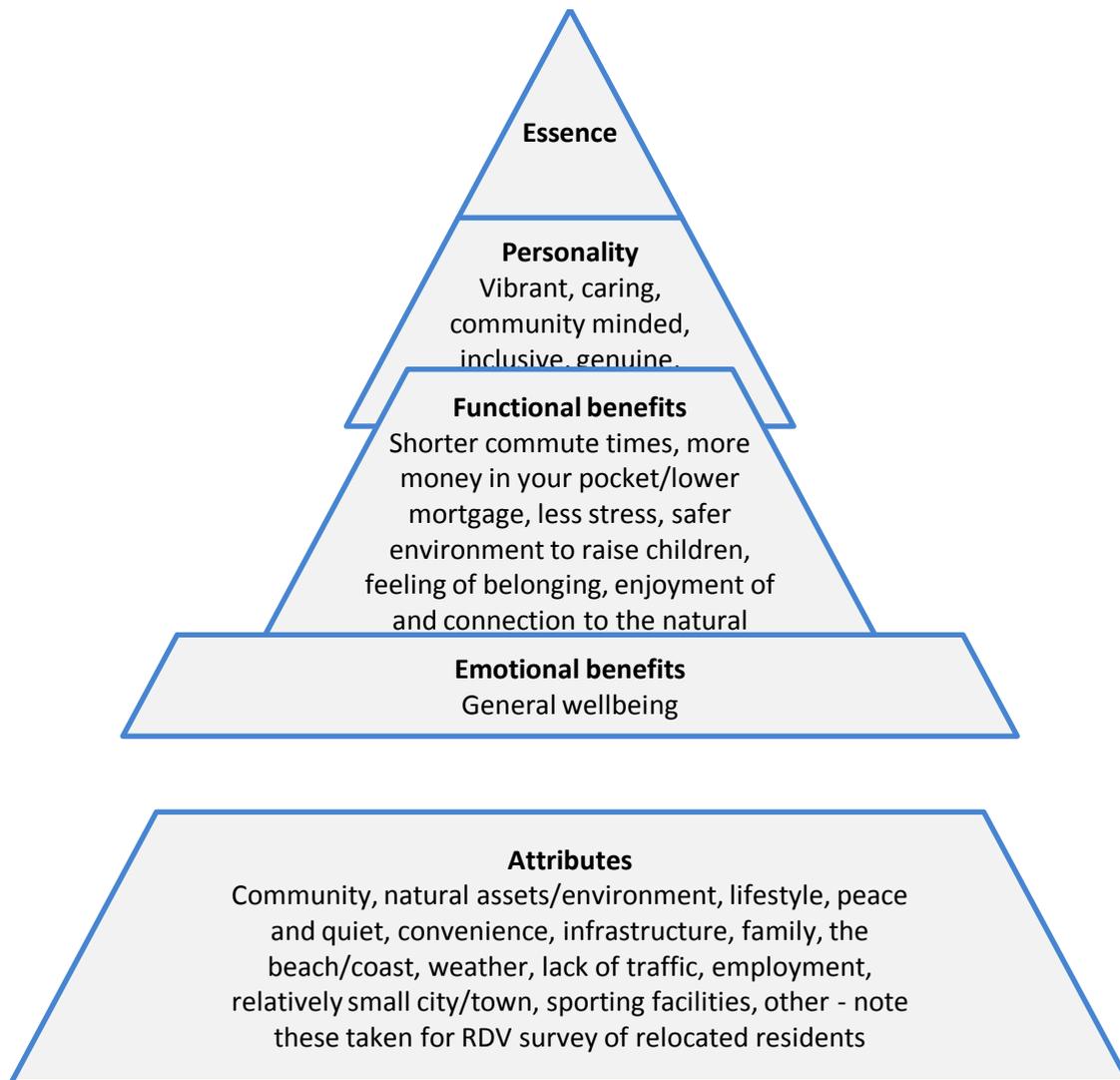
Brand identity is the individuality of the brand perceived from its product form, name, packaging and communications – in other words, its unique characteristics. This is important for brand consistency and similar to corporate identity since the town of Colac can be seen as a brand⁹.

A well-managed brand brings numerous benefits, including:

- Greater stakeholder loyalty
- Less vulnerability to competitor regional marketing activity
- Greater trade cooperation and support
- Less ratepayer sensitivity to rate increases
- Increased marketing communication effectiveness
- Additional brand extension opportunities
- Employer of choice

5.4.1 Brand Pyramid

⁹“Marketing and the Bottom Line”, Tim Ambler, Prentice Hall, 2003.



5.4.2 Tagline

Taglines are “short phrases that communicate descriptive or persuasive information about the brand”¹⁰

Building brand equity and awareness are the main benefits of a tagline as it acts as a useful ‘hook’ or ‘handle’ to help consumers grasp the meaning of a brand in terms of what the brand is and what makes it special”¹¹.

Keeping with the visual components of the brand, the tagline encapsulates the organisational culture. Taglines generally have a lifespan of three to five years.

Taglines currently in use in the region are:

¹⁰ Keller, K 1998, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Prentice-Hall of Australia, Sydney, pp. 151-156.

¹¹ Keller, K 1998, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Prentice-Hall of Australia, Sydney, pp. 151-156

- COS – naturally progressive
- Otways Tourism – “Otways, Breathe easy” and “a natural wonderland...”
- Geelong Region - ‘The Best Place to Live’. Previously the Geelong region used the tagline Geelong – A Smart Move
- Corangamite – ‘Live Work Invest Visit’ and ‘Be Surprised’

The approved tagline is Life, your way. The tagline is to be situated directly under the logo, so that it reads Colac, Life, your way.

The rationale for the tagline is that it:

- Conveys the idea that the Colac is a lifestyle choice, and that it can be “tailored” to suit the person’s needs
- Could be used a platform for sub campaigns eg a campaign which focuses on employment opportunities, but reinforces “Life, Your Way” as the key message.

5.4.3 Visual brand



The vibrancy and multi-faceted nature of this logo celebrates the diversity of the region and the inclusive and connected community. The ‘Colac’ takes pride of place with the tagline re-enforcing the message of choice and freedom of having ‘life your way’

A sense of community and connectedness is a strong theme for the benefits of moving to Colac and this brandmark also conveys this.

The colours are complimentary to the Colac Shire logo. The circular nature of the logo also tie in with the Shire brand.

Some of the key points to the brief are also highlighted in this logo

- Change perceptions of Colac
- See Colac as a diverse living option
- Liveable for all
- Freedom
- Career opportunities

- Safe
- Leisure
- Sophisticated
- Sense of community

5.5 Marketing elements

The key marketing elements of the strategy have been recommended as they provide effective means to communicate key messages to the target market in a cost effective manner.

The brand, encompassing the visual identity and tagline will provide the foundation on which the campaign is built.

A core component of the campaign will be a **website**¹². A website is a cost effective way to engage with potential residents, particularly as it can constantly provide a considerable amount of current information. A visually appealing web site will instill confidence and ensures Colac has a voice alongside other towns attempting to attract new residents.

Driving traffic to the website will be a comprehensive **public relations (PR) program**. PR activities are a cost effective method of promoting Colac. However, the successful implementation of a PR program is dependent upon the ability of a skilled PR practitioner to dedicate sufficient time to managing the program. COS has resources with demonstrated skills in PR. It would be necessary for Council to ensure the PR practitioner's priorities are redefined to include adequate time to manage the Marketing Colac PR program.

A suite of **collateral** will be developed, clearly branded and focusing on the key messages to each target market. The various collateral will also be available to local residents who will be encouraged to adopt an ambassadorial role, fostering positive word-of-mouth endorsement of the town's livability.

As indicated in the Colac CBD & Entrances Project, directional and informational signage¹³ is an important aspect of the town's presentation.

The design and content of informational signage can contribute to the viewer forming a favorable impression of the town and encourage those originally planning to drive through the town to stop and visit Colac. This is particularly true of the signs at entrance points to the town.

Direct, highly targeted campaigns will utilise online channels, such as social media and advertising on websites frequented by the target audience. The more traditional direct mail channel will also be used.

The use of **mass media** components, such as television, radio and press is limited as they are not able to provide a cost effective method of reaching the target audiences in sufficient frequencies for the messages to achieve cut-through and recall. However, it is recommended a suite of material be developed to take advantage of any lower cost 'distressed space' opportunities that may arise.

¹² Refer to Appendix 10 for recommendations on the website's content and functionality.

¹³ Refer to Appendix 11 for recommendations on outdoor signage.

5.6 Campaign Budget

Based on full implementation of the strategy, a budget of approximately \$75,000 is required.

As per the project brief, it is outside the scope of this strategy to recommend methods of raising funds to finance the implementation of the strategy.

5.7 Segment strategy

The marketing communication strategies are based on supporting the communication objectives. They address the individual needs of each of the key stakeholders segments, as follows:

Segment	Marketing Strategy
1. Potential new residents - Singles	<ul style="list-style-type: none"> • Build brand awareness • Build database • Communicate key messages, including livability factor strengths • Provide relocation incentive package • Convert from prospect to new resident
2. Potential new residents - Families	<ul style="list-style-type: none"> • Build brand awareness • Build database • Communicate key messages, including livability factor strengths • Provide relocation incentive package • Convert from prospect to new resident
3. Current residents and community groups	<ul style="list-style-type: none"> • Build brand awareness and positive attitude of campaign • Capitalise on high degree of community pride and encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilizing promotional material
4. Current Businesses	<ul style="list-style-type: none"> • Build brand awareness and positive attitude • Gain support via partnerships with local bodies, such as OBI • Communicate key messages, including assistance in attracting potential employees and increasing population leads to greater economic prosperity for the region • Encourage to utilise/distribute promotional material
5. State Government and regional organisations	<ul style="list-style-type: none"> • Create and build awareness as relevant to project • Develop ongoing strategies to ensure top of mind awareness and engagement • Ensure Colac Marketing Strategy is integrated into future state government regional plans
6. Visitors/Tourists	<ul style="list-style-type: none"> • Collaborate with Otway Tourism to integrate with the tourism marketing communications strategy • Encourage to utilise/distribute promotional material • Recognise potential new residents visit the area multiple times prior to relocating
7. Media	<ul style="list-style-type: none"> • Create and build awareness with media as relevant to project/initiative • Partner with to promote to residents and visitors/tourists • Develop ongoing strategies to ensure top of mind awareness and engagement

Segment	Marketing Strategy
8. Councillors & Council staff	<ul style="list-style-type: none"> • Build brand awareness • Gain support and endorsement of campaign • Encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilising promotional material

5.7.1 Segment plans

5.7.1.1 Segment: Potential new residents - Singles

Profile:

- Single aged 22 – 35
- Full time professional, employed in white collar or skilled trade positions
- Currently living in the Geelong region, country areas outside Colac and outer Melbourne.
- Raised in Colac or the Colac region (primary) or a country, regional or rural environment (secondary)
- Roy Morgan Values Segments*TM Socially Aware (primary), Visible Achievement (secondary) & Something Better (secondary)

Strategy:

- Build brand awareness
- Build database
- Communicate key messages, including livability factor strengths
- Provide relocation incentive package
- Convert from prospect to new resident

Key messages:

- Great job opportunities
- Thriving community of young professionals, vibrant social life
- Your chance to enter into the housing market
- Advantages of regional living – lifestyle, space, freedom, escape the rat race, natural assets at your doorstep, yet city is close by

Program & Priority	Activity	Resourcing	Timing	Budget
Website Priority 1	<ul style="list-style-type: none"> • Develop parts of site to specifically appeal to young professionals • Include key messages • Include testimonials from young professionals • Link to social media 	<ul style="list-style-type: none"> • Web developer • Copywriter • Web designer • IT staff • COS Marketing Colac Manager 	Live at project launch	\$20,000
Social media	<ul style="list-style-type: none"> • Establish Facebook 	<ul style="list-style-type: none"> • COS content review 	Live at project launch	Nil, excluding resource time

Program & Priority	Activity	Resourcing	Timing	Budget
Priority 1	page & Twitter account <ul style="list-style-type: none"> Run competition to encourage 'likes' and 'followers' 	manager		COS & business partners to donate competition prizes
Blogger Priority 1	Recruit two young professionals to develop blogs about their move to Colac and life in Colac	<ul style="list-style-type: none"> Bloggers x 2 COS content reviewer 	Live at project launch	Nil, excluding resource time
E-newsletter	<ul style="list-style-type: none"> Encourage subscriptions from website, social media and other sources 	<ul style="list-style-type: none"> External agency to design COS Public Relations Co-ordinator to write and manage COS Marketing Colac Manager to liaise with external agency 	Monthly	Initial design, set up and training \$1000 On-going send costs dependent upon database size, but likely to be less than \$50 per edition Resource time to write ongoing editions
Relocation incentive package Priority 1	<ul style="list-style-type: none"> Develop offering such as lower council rates for first 12 months, free entry to COPACC events, special deals at local businesses 	<ul style="list-style-type: none"> COS Marketing Colac Manager to liaise with local businesses COS to determine attractive incentives from Council 	8 weeks prior to project launch in order to incorporate into Enquiry response information package	\$2,500 for production, excluding resource time.
Enquiry response information package Priority 1	<ul style="list-style-type: none"> Includes key messages, customized for target markets and relocation incentive package Available in hard copy 	<ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external 	Live at project launch	\$2,500 for production. Excludes printing costs

Program & Priority	Activity	Resourcing	Timing	Budget
	glossy brochure form and online	agency		
PR Priority 1	<ul style="list-style-type: none"> • Campaign launch • Engage an official ambassador - a well known local with a positive media profile • Media familiarisation tours (families) • Coverage in press • Attempt to secure coverage on lifestyle TV programs. • Attempt to encourage Current Affair programs to feature Colac as the next hot spot to move to. 	<ul style="list-style-type: none"> • COS Public Relations Co-ordinator 	On-going	Not to exceed 20% of campaign budget pa
Street signage Priority 2	<p>As described below:</p> <ul style="list-style-type: none"> • Informational signage • Directional signage • Street pole banners (flags) 	<ul style="list-style-type: none"> • COS Marketing Colac Manager to work in conjunction with the CDB & Entrances managers 	First wave of campaign activity.	Nil, as per CDB & Entrances project budget
Newspaper ad Priority 2	<ul style="list-style-type: none"> • Suite of ½ page, vertical and strip ads • To be published in selected regional newspapers, and selected publications, budget allowing 	<ul style="list-style-type: none"> • Copywriter • Graphic designer • COS Marketing Colac Manager to liaise with external agency 	Available at campaign launch	\$1,500 for production. Excludes media buy.

Program & Priority	Activity	Resourcing	Timing	Budget
Property websites eg www.Realestate.com.au Priority 2	<ul style="list-style-type: none"> Banner advertising 	<ul style="list-style-type: none"> Copywriter Graphic designer Media buyer COS Marketing Colac Manager to liaise with external agency and monitor effectiveness 	First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive	Not to exceed 10% of campaign budget pa
Job seeker websites eg www.seek.com.au Priority 2	<ul style="list-style-type: none"> Banner advertising 	<ul style="list-style-type: none"> Copywriter Graphic designer Media buyer Campaign manager to monitor effectiveness COS Marketing Colac Manager to liaise with external agency and monitor effectiveness 	First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive	Not to exceed 10% of campaign budget pa
Welcome home direct marketing campaign– for parents to convince their adult children to return to live in Colac Priority 2	May take the form of a postcard or template letter	<ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency and monitor effectiveness 	First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive	\$1,000 for production
Promotional video Priority 2	<ul style="list-style-type: none"> 5 min video, also cut to 90 sec and 30 sec versions featuring life in Colac as a young professional and young 	<ul style="list-style-type: none"> Script writer Producer Production company Actors COS Marketing Colac 	Available at campaign launch	\$10,000 for production

Program & Priority	Activity	Resourcing	Timing	Budget
	family <ul style="list-style-type: none"> For website, You Tube and placement on partner websites To be aired on regional TV, budget allowing 	Manager to liaise with external suppliers and monitor effectiveness		
Radio ad Optional	<ul style="list-style-type: none"> 30 sec radio ad featuring life in Colac as a young professional To be aired on regional radio, budget allowing 	<ul style="list-style-type: none"> Script writer Producer Voice over artists 	Available at campaign launch	\$500 for production, excludes media buy.
Health care recruitment Optional	Work with Rural Health Workforce and Colac Health to integrate the campaign branding and promotional material	<ul style="list-style-type: none"> COS Marketing Colac Manager to work in conjunction with RHW and Colac Health 	TBA	Nil, excluding resource time
'Escape to the country' type program Optional	Encourage the production of a lifestyle program showcasing the home buying process people undertake when deciding to move to the country. An example of such a program is the 'Escape to the Country' British program currently airing on Channel 72.	<ul style="list-style-type: none"> Producer 	Optional	Nil, excluding resource time

5.7.1.2 Segment: Potential new residents - Families

Profile:

- Parents aged 25 – 45, children aged 0 to 15
- Main bread winner in full time position employed in white collar or skilled trade positions. Partner may not work, work part time or work full time

- Currently living in the Geelong region, country areas outside Colac and outer Melbourne.
- Raised in Colac or the Colac region (primary) or a country, regional or rural environment (secondary)
- Roy Morgan Values Segments*TM Conventional Family Life (primary), Socially Aware (primary), Visible Achievement (secondary) & Something Better (secondary)

Strategy:

- Build brand awareness
- Build database
- Communicate key messages, including livability factor strengths
- Provide relocation incentive package
- Covert from prospect to new resident

Key messages:

- Great job opportunities
- Excellent preschool, primary and secondary educational opportunities
- State-of-the-art medical facilities
- Affordable housing/reduce your mortgage
- Safe place to raise a family
- Community welcoming
- Advantages of regional living – lifestyle, space, freedom, escape the rat race, natural assets at your doorstep, yet city is close by

Program & Priority	Activity	Resourcing	Timing	Budget
Website Priority 1	<ul style="list-style-type: none"> • Develop parts of site to specifically appeal to young families • Include key messages • Include testimonials from young families • Link to social media 	<ul style="list-style-type: none"> • Web developer • Copywriter • Web designer • IT staff • COS Marketing Colac Manager 	Live at project launch	As per listed above in Young Professionals segment plan – cost once only.
Social media Priority 1	<ul style="list-style-type: none"> • Establish Facebook page & Twitter account • Run competition to encourage 'likes' and 'followers' 	<ul style="list-style-type: none"> • COS content review manager 	Live at project launch	Nil, excluding resource time COS & business partners to donate competition prizes
Blogger Priority 1	Recruit two young families to develop blogs	<ul style="list-style-type: none"> • Bloggers x 2 • COS content reviewer 	Live at project launch	Nil, excluding resource time

Program & Priority	Activity	Resourcing	Timing	Budget
	about their move to Colac and life in Colac			
E-newsletter	<ul style="list-style-type: none"> Encourage subscriptions from website, social media and other sources 	<ul style="list-style-type: none"> External agency to design COS Public Relations Co-ordinator to write and manage COS Marketing Colac Manager to liaise with external agency 	Monthly	As per listed above in Young Professionals segment plan.
Relocation incentive package Priority 1	<ul style="list-style-type: none"> Develop offering such as lower council rates for first 12 months, free entry to COPACC events, special deals at local businesses 	<ul style="list-style-type: none"> COS Marketing Colac Manager to liaise with local businesses COS to determine attractive incentives from Council 	8 weeks prior to project launch in order to incorporate into Enquiry response information package	Nil, excluding resource time
Enquiry response information package Priority 1	<ul style="list-style-type: none"> Includes key messages, customized for target markets and relocation incentive package Available in hard copy glossy brochure form and online 	<ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency 	Available at campaign launch	As per listed above in Young Professionals segment plan – cost once only.
PR Priority 1	<ul style="list-style-type: none"> Campaign launch Engage an official ambassador - a well known local with a positive 	<ul style="list-style-type: none"> COS Public Relations Co-ordinator 	On-going	As per listed above in Young Professionals segment plan – cost once only.

Program & Priority	Activity	Resourcing	Timing	Budget
	<ul style="list-style-type: none"> media profile Media familiarisation tours (families) Coverage in press Attempt to secure coverage on lifestyle TV programs. Attempt to encourage Current Affair programs to feature Colac as the next hot spot to move to 			
Street signage Priority 2	As described below: <ul style="list-style-type: none"> Informational signage Directional signage Street pole banners (flags) 	<ul style="list-style-type: none"> COS Marketing Colac Manager to work in conjunction with the CDB & Entrances managers 	First wave of campaign activity.	Nil, as per CDB & Entrances project budget
Newspaper ad Priority 2	<ul style="list-style-type: none"> Suite of ½ page, vertical and strip ads To be published in selected regional newspapers, and selected publications, budget allowing Imagery and messaging to differ from the Young Professionals ads 	<ul style="list-style-type: none"> Copywriter Graphic designer COS Marketing Colac Manager to liaise with external agency 	Available at campaign launch	\$1,500 for production
Property websites eg www.Realestate.com.au	<ul style="list-style-type: none"> Banner advertising Imagery and messaging to differ from the 	<ul style="list-style-type: none"> Copywriter Graphic designer Media buyer 	First wave of campaign activity. To be repeated in subsequent waves of	Not to exceed 10% of campaign budget pa

Program & Priority	Activity	Resourcing	Timing	Budget
Priority 2	Young Professionals ads	<ul style="list-style-type: none"> COS Marketing Colac Manager to liaise with external agency and monitor effectiveness 	campaign activity if results are positive	
Job seeker websites eg www.seek.com.au Priority 2	<ul style="list-style-type: none"> Banner advertising Imagery and messaging to differ from the Young Professionals ads 	<ul style="list-style-type: none"> Copywriter Graphic designer Media buyer Campaign manager to monitor effectiveness COS Marketing Colac Manager to liaise with external agency and monitor effectiveness 	First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive	Not to exceed 10% of campaign budget pa
Welcome home direct marketing campaign– for parents to convince their adult children to return to live in Colac Priority 2	<ul style="list-style-type: none"> May take the form of a postcard or template letter Imagery and messaging to differ from the Young Professionals ads 	<ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency and monitor effectiveness 	First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive	\$1,000 for production
Promotional video Priority 2	<ul style="list-style-type: none"> 5 min video, also cut to 90 sec and 30 sec versions featuring life in Colac as a young professional and young family For website, You Tube and placement on 	<ul style="list-style-type: none"> Script writer Producer Production company Actors COS Marketing Colac Manager to liaise with external suppliers and monitor 	Available at campaign launch	As per listed above in Young Professionals segment plan – cost once only.

Program & Priority	Activity	Resourcing	Timing	Budget
	partner websites <ul style="list-style-type: none"> To be aired on regional TV, budget allowing 	effectiveness		
Radio ad Optional	<ul style="list-style-type: none"> 30 sec radio ad featuring life in Colac as a young professional To be aired on regional radio, budget allowing 	<ul style="list-style-type: none"> Script writer Producer Voice over artists 	Available at campaign launch	\$500 for production, excludes media buy
Health care recruitment Optional	Work with RHW and Colac Health to integrate the campaign branding and promotional material	<ul style="list-style-type: none"> COS Marketing Colac Manager to work in conjunction with RHW and Colac Health 	TBA	Nil, excluding resource time
'Escape to the country' type program Optional	Encourage the production of a lifestyle program showcasing the home buying process people undertake when deciding to move to the country. An example of such a program is the 'Escape to the Country' British program currently airing on Channel 72.	<ul style="list-style-type: none"> Producer 	Optional	Nil, excluding resource time
Event marketing	Have a stall at the Geelong and Melbourne shows – lots of families, interested in country things (ie animals) etc. Cld sponsor a chill out zone for parents.	<ul style="list-style-type: none"> COS Marketing Colac Manager 	Optional	\$5000

5.7.1.3 Segment: Current residents and community groups

Profile:

- All persons currently living with Colac's boundaries
- Respected local community groups - groups of people who come together to pursue a common cause or interest for the good of their community

Strategy:

- Build brand awareness and positive attitude of campaign
- Capitalise on high degree of community pride and encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilising promotional material

Key messages:

- Increased population will bring greater economic prosperity to the region, add to the vibrancy of the town and enrich our community
- You are important ambassadors for the town
- Investing in this campaign is an efficient and effective use of your rates

Program & Priority	Activity	Resourcing	Timing	Budget
PR Priority 1	<ul style="list-style-type: none"> • Media releases to inform segment of campaign • Sponsorship of a high profile community activity • Engage community leaders • Invite key community leaders to launch event 	<ul style="list-style-type: none"> • COS Marketing Colac Manager • COS PR Co-ordinator 	<p>Prior to campaign launch</p> <p>TBA</p> <p>Immediately after campaign launch</p>	<p>Nil</p> <p>May be possible to 'rebrand' an existing COS sponsorship of an event</p> <p>Nil</p> <p>As per launch budget</p>
Council communications Priority 1	To inform segment of campaign	<ul style="list-style-type: none"> • COS Marketing Colac Manager • COS PR Co-ordinator 	Ongoing	Nil, incorporate into existing COS communications
Bumper stickers Priority 1	Encourage residents to place bumper stickers on their cars	<ul style="list-style-type: none"> • External agency to design • COS Marketing Colac Manager to liaise with external agency 	Available at campaign launch	<p>\$200 for production</p> <p>Print costs to be determined.</p>

Program & Priority	Activity	Resourcing	Timing	Budget
Welcome home direct marketing campaign– for parents to convince their adult children to return to live in Colac Priority 2	<ul style="list-style-type: none"> • May take the form of a postcard or template letter • Imagery and messaging segment appropriate 	<ul style="list-style-type: none"> • External agency to write and design • COS Marketing Colac Manager to liaise with external agency and monitor effectiveness 	First wave of campaign activity. To be repeated in subsequent waves of campaign activity if results are positive	\$1,000 for production
10 things great about living in Colac Priority 2	<ul style="list-style-type: none"> • To assist locals in becoming town ambassadors • May take the form of a brochure 	<ul style="list-style-type: none"> • External agency to write and design • COS Marketing Colac Manager to liaise with external agency 	First wave of campaign activity	TBA
Brief community groups Priority 2	Roadshow to community groups	COS Marketing Colac Manager	First wave of campaign activity	Nil, excluding resource time
Interested people can talk to community volunteers about living in the town	<ul style="list-style-type: none"> • Develop program protocols • Establish enquirer/volunteer contact system • Recruit volunteers • Train volunteers • Monitor program effectiveness 	<ul style="list-style-type: none"> • COS resources • COS Marketing Colac Manager 	First wave of campaign activity	Nil, excluding resource time
Social media	<ul style="list-style-type: none"> • Run competition to encourage 'likes' and 'followers' • Promote competition in existing COS 	<ul style="list-style-type: none"> • COS content review manager • Colac business partners 	First wave of campaign activity	Nil, excluding resource time COS & business partners to donate competition prizes

Program & Priority	Activity	Resourcing	Timing	Budget
	communication vehicle			
Testimonials from existing residents	Obtain testimonials/case studies	<ul style="list-style-type: none"> COS PR Co-ordinator 	To be included on website, must be sources 8 weeks prior to launch	Nil, excluding resource time
Market research	Annual community group satisfaction surveys	<ul style="list-style-type: none"> Existing survey 	Annual	Nil, incorporate into existing survey
School children	Run a competition to involve local school children, engage the community and generate awareness of the campaign. The competition could include, for instance 'tell us in 25 words or less what makes Colac a great place to live (best tie in with campaign tagline?).	<ul style="list-style-type: none"> COS Marketing Colac Manager 	First wave of campaign activity	Nil, excluding resource time COS & business partners to donate competition prizes

5.7.1.4 Segment: Businesses

Profile:

- Businesses currently operating within the COS

Strategy:

- Build brand awareness and positive attitude
- Gain support via partnerships with local bodies, such as OBI
- Communicate key messages, including assistance in attracting potential employees and increasing population leads to greater economic prosperity for the region
- Encourage to utilise/distribute promotional material

Key messages:

- Increased population will bring greater economic prosperity to the region
- Campaign objectives and results gained.
- How they can be involved,
- COS want to partner with you

Program & Priority	Activity	Resourcing	Timing	Budget
--------------------	----------	------------	--------	--------

Program & Priority	Activity	Resourcing	Timing	Budget
Brief business groups Priority 1	Road show to business groups	COS Marketing Colac Manager	Prior to campaign launch	Nil, excluding resource time
Business participation Priority 1	<ul style="list-style-type: none"> Work with business to encourage and facilitate their involvement and ownership Seek support for relocation incentive Seek support for competition prizes for social media and school children 	COS Marketing Colac Manager in conjunction with local businesses	Prior to campaign launch and ongoing	Nil, excluding resource time
On-going communication - electronic	Include as regular item in e-newsletters	COS Marketing Colac Manager	Ongoing	Nil, excluding resource time
On-going communication - personal	Provide reports at OBI meetings	COS Marketing Colac Manager	Ongoing	Nil, excluding resource time
PR Priority 1	<ul style="list-style-type: none"> Media releases to inform segment of campaign COS to sponsors a high profile business community activity under the campaign banner Engage business leaders Invite key business leaders to launch event 	<ul style="list-style-type: none"> COS Marketing Colac Manager COS PR Co-ordinator 	<p>Prior to campaign launch</p> <p>TBA</p> <p>Immediately after campaign launch</p>	<p>Nil</p> <p>May be possible to 'rebrand' an existing COS sponsorship of an event Nil</p> <p>As per launch budget</p>
Website links	Link local job opportunities to	<ul style="list-style-type: none"> COS Marketing 	Ongoing	Nil, excluding resource time

Program & Priority	Activity	Resourcing	Timing	Budget
	campaign website	Colac Manager		
Brand stickers/counter top point of sale signs Priority 1	Encourage businesses to display	<ul style="list-style-type: none"> External agency to design COS Marketing Colac Manager to liaise with external agency 	Available at campaign launch	\$200 for production Print & production costs to be determined.
Potential Employee relocation information package Priority 1	<ul style="list-style-type: none"> Includes key messages, customized for target markets and relocation incentive package Available in hard copy glossy brochure form and online 	<ul style="list-style-type: none"> External agency to write and design COS Marketing Colac Manager to liaise with external agency 	Available at campaign launch	\$2,500 for production. Excludes printing costs
Testimonials from existing employees who have relocated Priority 1	Business leaders may be able to suggest employees to obtain testimonials/case studies from	<ul style="list-style-type: none"> COS PR Co-ordinator 	To be included on website, must be sources 8 weeks prior to launch	Nil, excluding resource time
Real Estate Agents	<ul style="list-style-type: none"> Work with agents to encourage and facilitate their involvement and ownership Provide Enquiry response information package for dissemination Work with to develop campaigns 	<ul style="list-style-type: none"> COS Marketing Colac Manager 	On-going	TBA
Market research	Annual business community group satisfaction	<ul style="list-style-type: none"> Existing survey 	Annual	Nil, incorporate into existing survey

Program & Priority	Activity	Resourcing	Timing	Budget
	surveys			

5.7.1.5 Segment: State Government and regional organisations

Profile:

- State and Federal Members of Parliament
- Government agencies
- Neighboring councils
- Leading regional organisations

Strategy:

- Create and build awareness as relevant to project
- Develop ongoing strategies to ensure top of mind awareness and engagement
- Ensure Marketing Colac Strategy is integrated into future state government regional plans

Key messages:

- COS is proactive in population attraction
- Will work with you as partners
- Wish to dove-tail with current and future programs that address relevant issues

Program & Priority	Activity	Resourcing	Timing	Budget
Brief relevant parties Priority 1	Road show to relevant parties	COS Marketing Colac Manager	Prior to campaign launch	Nil, excluding resource time
Government participation Priority 2	<ul style="list-style-type: none"> • Work with segment to encourage and facilitate their involvement and ownership 	COS Marketing Colac Manager in conjunction with segment members	Ongoing	Nil, excluding resource time
On-going communication - electronic	Include as regular item in e-newsletters	COS Marketing Colac Manager	Ongoing	Nil, excluding resource time
On-going communication - personal	Provide reports at various meetings, eg G21	COS Marketing Colac Manager	Ongoing	Nil, excluding resource time
PR Priority 1	<ul style="list-style-type: none"> • Media releases to inform segment of campaign • Engage segment leaders • Invite key 	<ul style="list-style-type: none"> • COS Marketing Colac Manager • COS PR Co-ordinator 	<p>Prior to campaign launch</p> <p>TBA</p>	<p>Nil</p> <p>May be possible to 'rebrand' an existing COS sponsorship of an</p>

Program & Priority	Activity	Resourcing	Timing	Budget
	segment leaders to launch event		Immediately after campaign launch	event Nil As per launch budget
Project Brand & Style Guide dissemination Priority 1	Provide segment members with electronic versions of the campaign brand & Style Guide. Encourage use on website, and in communications	<ul style="list-style-type: none"> COS Marketing Colac Manager 	Immediately after campaign launch	Nil, excluding resource time

5.7.1.6 Segment: Visitors

Profile:

- Current visitors to COS area
- Prospective visitors to COS area

Strategy:

- Collaborate with Otway Tourism to integrate with the tourism marketing communications strategy
- Encourage to utilise/distribute promotional material
- Recognise potential new residents visit the area multiple times prior to relocating

Key messages:

- Colac – not just a great place to visit, a great place to live
- Great job opportunities
- Excellent preschool, primary and secondary educational opportunities
- State-of-the-art medical facilities
- Affordable housing/reduce your mortgage
- Safe place to raise a family
- Community welcoming
- Advantages of regional living – lifestyle, space, freedom, escape the rat race, natural assets at your doorstep, yet city is close by

Program & Priority	Activity	Resourcing	Timing	Budget
Tourism strategy	Collaborate with the various tourism bodies to ensure campaign is considered	COS Marketing Colac Manager	Ongoing	Nil, excluding resource time
Marketing	Provide collateral	COS Marketing	Ongoing	Nil, excluding

collateral	to Otway Tourism and tourism providers for distribution to tourists	Colac Manager		resource time, production and printing costs
Stay Forever campaign Priority 2	Place 'enjoyed your holiday? Why not extend it forever' info packs in tourist accommodation	<ul style="list-style-type: none"> External agency to write & design COS Marketing Colac Manager to liaise with external agency 	Available in first wave of campaign activity	\$1,500 for production Print costs to be determined.
E-newsletter Priority 1	<ul style="list-style-type: none"> Encourage subscriptions 	<ul style="list-style-type: none"> As per listed above in Young Professionals segment plan. 	Monthly	As per listed above in Young Professionals segment plan.
Social media Priority 1	<ul style="list-style-type: none"> Run competition to encourage 'likes' and followers 	<ul style="list-style-type: none"> COS content review manager 	Live at project launch	Nil, excluding resource time COS & business partners to donate competition prizes

5.7.1.7 Segment: News media

Profile:

- Mass media that focuses on presenting current news to the public. These include:
 - print media (newspapers, magazines);
 - broadcast media (radio stations, television stations, television networks),
 - Internet-based media (World Wide Web pages, weblogs).

Strategy:

- Create and build awareness with media as relevant to project/initiative
- Partner with to promote to residents and visitors/tourists
- Develop ongoing strategies to ensure top of mind awareness and engagement

Key messages:

- Will work with you, to provide stories of interest to your audience

Program & Priority	Activity	Resourcing	Timing	Budget
PR	<ul style="list-style-type: none"> Invite to campaign 	<ul style="list-style-type: none"> COS Public Relations 	On-going	Not to exceed 20% of campaign

Program & Priority	Activity	Resourcing	Timing	Budget
Priority 1	<ul style="list-style-type: none"> launch Official ambassador – to meet with media Media familiarisation tours (families) Attempt to secure coverage on lifestyle TV programs – such as Coxy's Big Break. Attempt to encourage Current Affair programs to feature Colac as the next hot spot to move to 	Coordinator		budget pa
E-newsletter Priority 1	<ul style="list-style-type: none"> Encourage subscriptions 	<ul style="list-style-type: none"> As per listed above in Young Professionals segment plan. 	Monthly	As per listed above in Young Professionals segment plan.
Social media Priority 1	<ul style="list-style-type: none"> Encourage media to 'like' and follow 	<ul style="list-style-type: none"> COS content review manager 	Ongoing	Nil, excluding resource time
Marketing collateral Priority 1	Provide collateral to local media	COS Marketing Colac Manager	Ongoing	Nil, excluding resource time, and printing costs
Story identification Priority 2	Forward planning and engagement	COS PR Co-ordinator	Ongoing	Nil, excluding resource time
Monitoring Priority 1	Media monitoring	COS PR Co-ordinator	Ongoing	Nil, excluding resource time

5.7.1.8 Segment: Councillors

Profile:

- A group of elected persons, equally representing all COS residents, in urban and rural areas, for a period of four years.

Strategy:

- Build brand awareness
- Gain support and endorsement of campaign
- Encourage segment members to become ambassadors for Colac, creating positive word-of-mouth, welcoming prospective new residents and utilising promotional material

Key messages:

- Channel your passion into making a real difference

Program & Priority	Activity	Resourcing	Timing	Budget
Brief Councillors Priority 1	Meeting with Councillors	COS Marketing Colac Manager	Prior to campaign launch	Nil, excluding resource time
Campaign Launch Priority 1	Invite to campaign launch	COS Public Relations Co-ordinator	Campaign launch	As per launch budget
Participation Priority 2	<ul style="list-style-type: none"> • Work with segment to encourage and facilitate their involvement and ownership 	COS Marketing Colac Manager in conjunction with segment members	Ongoing	Nil, excluding resource time
Marketing collateral Priority 1	Provide collateral to Councillors	COS Marketing Colac Manager	Ongoing	Nil, excluding resource time, and printing costs
On-going communication- personal	Provide reports at Councillor meetings	COS Marketing Colac Manager	Ongoing	Nil, excluding resource time

6. Conclusion

To ensure the Colac Marketing Strategy 2011-2015 has the best opportunity to succeed a commitment to the following must be made:

- Endorsement of the marketing strategy by every level of management within the organisation.
- Have a champion or committee within the organisation to ensure the marketing strategy is kept top of mind.
- View marketing communication as a long term, strategic investment.

- Ensure every employee understands and appreciates that they all have a role in marketing Colac.
- Track results to better understand which marketing communications activities offer the best return on investment.
- Review and update the marketing strategy on a regular (at least biannual) basis.

7. Appendices

8. Appendix 1 - Community Engagement Plan



Community Engagement Plan:

Colac Marketing Strategy 2012-2015

Table of Contents

1. Purpose	51
2. Background.....	51
3. Objectives.....	51
4. Research.....	52
5. Approach.....	52
5.1 Explanation of methods.....	53
5.1.1 Teleconferences/personal interviews	53
5.1.2 Focus Groups.....	54
5.1.3 Survey.....	54
6. Stakeholders	54
7. Key messages	55
8. Timing.....	56
9. Evaluation.....	56

9. Purpose

This Community Engagement Plan outlines the processes used to encourage the Colac community to participate and contribute to the development of the Colac Marketing Strategy.

The objective of the Colac Marketing Strategy is to facilitate sustainable population growth in the Colac region.

Community responses will help to guide the development of the Colac Marketing Strategy.

Council is working towards releasing a draft of the Colac Marketing Strategy for public comment in August 2011 and to begin implementing the strategy in after adoption by Council.

10. Background

Colac Otway Shire has identified sustainable population growth as a key item on the Economic Development Action Agenda 2009 - 2013.

To facilitate population growth the Economic Development Action Agenda identified the need for a Colac Marketing Strategy.

The Marketing Strategy will:

1. Identify the target market for sustainable population growth.
2. Identify the liveability factor strengths that appeal to the target market.
3. Identify Colac's comparative advantage in these liveability factor strength areas.
4. Develop a clearly articulated action plan to promote the comparative advantage to the target market, bearing in mind the likelihood of available resources to Colac Otway Shire and OBI.
5. Develop a brand that will encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats so that there is universal local acceptance and harmony in external recognition.

In April 2011 Council engaged the services of Brand Bureau (formerly Warne Marketing) to develop the Colac Marketing Strategy.

11. Objectives

Brand Bureau understands that the Colac Otway Shire Community Engagement Policy details Council's commitment to the value of public participation and outlines principles and practical methods of successful engagement of the community to achieve a high level of mutual community and Council understanding, communication and deliberation in decision making.

The objectives of the Community Engagement Policy are to:

- Strengthen organisational capacity through the development of an integrated system that encourages a coordinated approach to community partnership.
- Establish clear processes and tools within a framework that can be applied with confidence across a range of issues and stakeholders.
- Build community capacity through enhanced opportunity to interact with Council in planning and decisions making.
- Ensure successful engagement by working within a continuous improvement framework that evaluates and improves approaches and knowledge.

The principles of IAP2's Public Participation Spectrum have been applied to this Community Engagement project, assisting with the selection of the level of participation that defines the public's role. The Spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decisions to be made. However, and most importantly, the Spectrum sets out the promise being made to the public at each participation level.

The objectives of this Community Engagement activity are to:

1. Identify the strengths and weaknesses of the 'Colac More Than You Imagine' campaign
2. Identify the liveability factor strengths that appeal to the target market.
3. Identify Colac's comparative advantage in these liveability factor strength areas.
4. Identify reasons for people relocating **from** Colac
5. Identify reasons for people relocating **to** Colac
6. Identify the level of interest in participating in the execution of the Colac Marketing Strategy
7. Identify the level of capacity to participate in the execution the Colac Marketing Strategy
8. Identify issues relating to the integration of the new brand and its universal local acceptance
9. Gather insights into the visions various interest groups have of a new Colac brand, including imagery to include, and to avoid
10. Gain feedback on target audience perception of a new Colac brand.

12. Research

Brand Bureau understands that the Colac Otway Shire Community Engagement Policy contains a section titled 'Research', designed to 'addresses the principle focus to ensure that the engagement is purpose driven and the type of engagement chosen from the IAP2 Spectrum is appropriate to the task.'

Table 1 below summaries the research component of the Community Engagement Plan:

Table 1	
Issues involved & Council responsibility	<p>According to the Council Community Engagement Policy, Council is committed to ensuring public participation to encourage "a high level of mutual community and Council understanding, communication and deliberation in decision making."</p> <p>This Community Engagement Plan addresses this commitment, raises awareness of and establishes a collaborative environment for the development of the Colac Marketing Strategy.</p>
Strategic Plans impacted upon	<p>Economic Development Action Agenda 2009 - 2013 Colac Marketing Strategy 'Colac More Than You Imagine' campaign Tourism plans</p>

13. Approach

This Engagement Plan has been divided into five phases, as detailed in Table 2 below. The subsequent phases incorporate the learning and input gathered from the preceding phases.

Table 2				
Phase	Objective	IAP2 Spectrum	Methods	Timing
Ideas Generation and Issues Identification	a-i	Consult & Involve	<ul style="list-style-type: none"> • Teleconferences/personal interviews • Focus group • Survey 	May 2011
Ideas Prioritisation	a-i	Collaborate	Focus group	May 2011
Concept evaluation	j	Collaborate	Focus group	June 2011
Plan Exhibition	a-i	Consult	Provide plan to participants of previous phases via email or post Provide plan for public comment via Council website	August 2011
Plan implementation	a-i	Inform	Advise public of plan implementation via Council website and media release	2012

It is important to note that different engagement methods will be employed with the various stakeholder groups. In particular, the Ideas Generation and Issues Identification Phases will be executed as follows:

Initial teleconferences or personal interviews will be conducted with organisations and regulatory bodies whose strategies and policies impact on the Colac Otway Shire. This activity will supplement our literature review and aid in the formulation of an agenda for the focus group discussions.

The focus group discussions will consist predominately of invited key local business stakeholders, community groups and influential residents. The focus group discussions will be instrumental in the generation of ideas and the identification of issues. Key outcomes of the focus group discussions will then be utilised in the development of a survey.

The survey will seek to engage interested members of the community and gather attitudes, beliefs and information from a broad cross section of local residents.

Subsequent focus group discussions will be held with the specific aim of eliciting feedback and evaluation of the preferred branding concept. Key design and messaging factors regarding the target audience perception of a new Colac brand will be investigated.

The final phases of the Engagement Plan include methods to consult with and inform the community.

13.1 Explanation of Methods

13.1.1 Teleconferences/personal interviews

Brand Bureau will conduct teleconferences and/or personal interviews with key stakeholders.

This activity will take place first and the information gathered will be used to guide focus group discussions.

The Colac Marketing Strategy will be informed by the plans, policies and strategies of the Victorian State Government and other regulatory bodies affecting the Colac Otway Shire.

Through the implementation of this Engagement Plan and the development of the Colac Marketing Strategy, efforts will be made to actively engage representatives from these bodies. The method of engaging representation from these bodies will be largely via teleconferences and personal interviews; however the level of engagement will be dependent on timeframes and resources available both by the consultants, Brand Bureau, and the targeted body.

13.1.2 Focus Groups

Representatives from identified interest groups will be invited to attend a focus group to contribute to the Ideas Generation and Issues Identification phase.

A second focus group will be conducted, at the Ideas Prioritisation stage. Please note, depending upon progress in the first focus group, this stage may be able to be included within the outcomes of the first focus group.

A third focus group will be conducted, at the Concept evaluation stage.

13.1.3 Survey

Brand Bureau will utilise an online survey system to devise a survey that automatically records responses, collates results, statistically validates information and provides reports.

Brand Bureau will hold an initial discussion meeting with the Project Steering Committee representatives to finalise key issues and questions for the survey. The Project Steering Committee will approve the survey prior to it being published.

The survey will be promoted via:

- A media release – written by Brand Bureau and issued by Council
- A communication to OBI members
- A communication to members of the Economic Development Unit database
- On the Council's website

Council will, during the survey period, facilitate the on-line survey at the Colac Library, Customer Service Centres, Visitor Centres and via its website.

Additionally, Council will invite the community to complete the survey in a hard copy format. Hard copies of the survey will be made available via:

- Colac Library
- Customer Service Centres
- Visitors Centres
- OBI member shopfronts
- Postage via Australia Post

Responses can be sent through prepaid post or hand delivered to the points of distribution.

14. Stakeholders

Stakeholder	Concerns	Type of Engagement	IAP2 Spectrum
Business community	<ul style="list-style-type: none"> Maximising business opportunities by capitalising on population growth Impact growing population has on the availability of suitably qualified potential employees Incorporating the new Colac brand into their own marketing material and employee recruitment processes 	Focus group	Consult & Involve
Otway Business Inc. (OBI)	<ul style="list-style-type: none"> As per the business community The logistics of dismantling the previous 'Colac More Than You Imagine' campaign Assessing the level of endorsement and support the new Colac brand and the Colac Marketing Strategy will receive from OBI. 	Forum	Consult & Involve
State Government and agencies Geelong Otway Tourism Tourism Victoria G21	<ul style="list-style-type: none"> Ensuring the Colac Marketing Strategy supports existing and planned initiatives Funds will be requested or diverted from existing or planned initiatives 	Teleconferences/ personal interviews	Inform
Internal Council staff	<ul style="list-style-type: none"> Impact on Council policies, procedures and funding priorities Impact on resource allocation/job requirements 	<ul style="list-style-type: none"> Workshop Personal interviews 	Collaborate
Community	<ul style="list-style-type: none"> Impact on perceptions of their community Impact growing population has of the availability of services 	Survey	Consult

15. Key Messages

The following key messages need to be communicated to stakeholders in order for them to be in a position to make an informed decision:

The Colac Otway Shire has identified sustainable population growth as a key objective.

To facilitate population growth a Marketing Strategy will be developed. The Marketing Strategy will:

- Identify **who** we want to attract to our area (the target market for sustainable population growth).
- Identify **what** we have that will attract those people to our area (the Colac liveability factor strengths that appeal to the target market).
- Develop a clearly articulated action plan as to **how** we will to promote to those people (promoting Colac's comparative advantage in liveability factor strengths to the target market)

- Develop a brand that will encapsulate the strengths, comparative advantage, and local passion for Colac and be able to be integrated into multiple uses and formats

16. Timing

The five phases of the Community Engagement Plan will operate from May 2011 until September 2011. Refer to Table 2 for information regarding timing.

17. Evaluation

At the conclusion of each phase, all information received will be recorded and reviewed. Summaries of the information will be provided as feedback during scheduled project meetings with the Steering Committee. This information will be used to inform the development of the draft Colac Marketing Plan and will, where appropriate, be included within the Plan.

Objective	Performance Indicator
Identify the strengths and weaknesses of the 'Colac More Than You Imagine' campaign	A range of strengths and weaknesses of the 'Colac More Than You Imagine' campaign will be identified
Identify the liveability factor strengths that appeal to the target market.	A range of liveability factor strengths that appeal to the target market will be identified
Identify Colac's comparative advantage in these liveability factor strength areas.	Colac's comparative advantages are evaluated in regard to the identified liveability factor strength areas
Identify reasons for residents exiting Colac	A range of reasons for residents exiting Colac are identified and the reasons are prioritised
Identify reasons for residents relocating to Colac	A range of reasons for residents relocating to Colac are identified and the reasons are prioritised
Identify the level of interest in participating in the execution of the Colac Marketing Strategy	The level of interest in participating in the execution of the Colac Marketing Strategy is gauged
Identify the level of capacity to participate in the execution the Colac Marketing Strategy	The level of capacity to participate in the execution the Colac Marketing Strategy is gauged
Identify issues relating to the integration of the new brand and its universal local acceptance	Any issues relating to the integration of the new brand and its universal local acceptance are identified
Gather insights into the visions various interest groups have of a new Colac brand, including imagery to include, and to avoid	A list is generated of the type of imagery to include and to avoid when developing the new Colac brand
Gain feedback on target audience perception of a new Colac brand.	Feedback is gathered on key design and messaging factors regarding the target audience perception of a new Colac brand

18. Appendix 2 - Summary of Key Interviews

Interviewees	Rob Small - Chief Executive Officer COS
Date	7 June 2011

Location	Council office
Method	Face to face
Key discussion points	<p>Colac is a fabulous place:</p> <ul style="list-style-type: none"> • It has all the wonderful attributes of a village • People can be connected – to each other, the community and to nature • Housing is affordable • Connected to Geelong <p>Challenges:</p> <ul style="list-style-type: none"> • 23% of the houses in Colac are social housing • Gap of middle income households <p>Rob is focused on 'pride raising':</p> <ul style="list-style-type: none"> • To create positive word of mouth. • CBD project is designed to pride raise • Australia Day and Relay 4 Life events show community sprit <p>Case studies:</p> <ul style="list-style-type: none"> • Hamilton campaign – is twee. • Geelong Smart Move was a very successful campaign which turned around previously negative perception of Geelong. Geelong is similar to Colac. • Provincial Victoria – Colac did not see increase in population as a result. Campaign too general to have a specific impact on Colac <p>Need to have an awareness of tomorrow – changing demographic trends</p> <p>Need a campaign that will gain attention – willing to be a little unconventional.</p>

Interviewees	Ian Seuren - Manager Recreation, Arts & Culture Vicki Jeffrey – Events Officer
Date	7 June 2011
Location	COPACC Meeting Room 1
Method	Face to face
Key discussion points	<p>Events provide opportunities to:</p> <ol style="list-style-type: none"> a) Demonstrate our vibrant culture b) Attract people to our region and entice them to relocate here <p>Events lead people to experience Colac and to think “I’d love to live here” and “It’s a little slice of heaven.”</p> <p>Events provide \$60,000 funding to various event organisers each year. Platinum & Gold event organisers are required to provide survey results to Council. Vicky to provide results (completed).</p> <p>Good investment in town recently (rail trail, Blue water) but Central Reserve is a little run down – disappointing as it is often the first contact many people have with Colac (ground attracts large football crowd from out of town).</p> <p>New Residents pack – could include special deals. Source current example of pack from Customer Service.</p>

Interviewees	Chris Meade - CMTP - Timber Processors
Date	22 June 2011

Location	Remote
Method	Teleconference
Key discussion points	<p>Strengths of More Than You Imagine campaign:</p> <ul style="list-style-type: none"> • Told people (locals and outsiders) what Colac is about • Highlighted that Colac is not just reliant on 1 sector or the government. It's reliant on 3-4 industries. <p>Weaknesses of More Than You Imagine campaign:</p> <ul style="list-style-type: none"> • Not sure how broadly it was advertised. Chris has business dealings and socialises with people from all over Melbourne and he did not have anybody mention the campaign to him. • Not sure if it was linked into online employment websites such as SEEK.com.au <p>Liveability factor strengths:</p> <ul style="list-style-type: none"> • Our strong sporting community. Colac has produced a broad range of high achievers in sport. In particular our AFL footballers are known for their strength, courage, their moral integrity and the positive impact they have on the clubs they are members of. Colac has had a strong sporting culture for over 30 years. • Years ago Colac had a reputation for producing highly skilled tradespeople. This was due in part to a good technical school and quality tradespeople taking on apprentices. • Location on the edge of a 'change zone' – where the bush and sea meet grasslands. This brings diversity to agriculture, providing people with the opportunity to develop a range of skills, which then enables people to be resilient. • Colac is one of the best communities I know of. People are resilient. They are reliable, have integrity. <p>The 'missing link' is our lack of tertiary educational opportunities. This has prevented potential employees from relocating to Colac. With young adults leaving the community we lose the 'fresh perspective, energy, innovative thinking' that university students often bring.</p> <p>Why people relocate TO Colac:</p> <ul style="list-style-type: none"> • When discussing with a potential employee relocating to Colac, Chris suggests they consider the excellent primary school education options, the diversity of housing (can live near the sea, in town, the country or in the bush) the outdoor recreational facilities, the relatively good value cost of living. <p>Why people relocate FROM Colac:</p> <ul style="list-style-type: none"> • Career opportunities, education and lack of good restraints and adult entertainment. <p>Vision for a new Colac Brand: A safe community to raise young children and teens Strong sporting culture</p> <p>Participating in the new Colac marketing campaign: Chris is interested in participating, subject to seeing what form it will take.</p> <p>Other comments: "I love my town". 'Born and breed' Colac people have a 'can do', positive attitude. This attitude seems to be lacking in those from outside the region. Councillors need to have a positive attitude to enable initiatives and the town to progress.</p>

Interviewees	Ms Lynne Cole - Colac to Coast Real Estate
Date	22 June 2011
Location	Remote
Method	Teleconference
Key discussion points	<p>Strengths of More Than You Imagine campaign</p> <ul style="list-style-type: none"> • TV, classy advertising, positive message, invitation to discover Colac, dovetailed with the Provincial Victoria campaign, colourful, impressive branding, integrated campaign (included flags in main street). <p>Weaknesses of More Than You Imagine campaign</p> <ul style="list-style-type: none"> • Retail focus, unsure of objectives and not sure if it achieved the results. <p>Liveability factor strengths: Colac is better than alternative places for:</p> <ul style="list-style-type: none"> • Low crime rate • Education (primary) • Medical facilities • Housing affordability • Housing choice – can still purchase ¼ acre block of land • Short commute times – everything is only 5 mins away • Central position – springboard to Melbourne city, coast • Sporting community • Entertainment - COPACC <p>Why people relocate TO Colac:</p> <ul style="list-style-type: none"> • Housing affordability - People can sell their property in Melbourne or Geelong and find a good quality property in Colac, decrease their mortgage/put money in the bank and afford to take a lower salary/lower stress job <p>Why people relocate FROM Colac:</p> <ul style="list-style-type: none"> • Tertiary facilities • Career options (for professionals). <p>Vision for a new Colac Brand: We need to 'grow up and have a more sophisticated image. Do not include images of primary industry, such as sheep and cows. We need to move away from the bogan image and highlight our wonderful restaurants and cafes, our natural assets.</p> <p>Participating in the new Colac marketing campaign: Interested Other comments: Lynne can assist in contacting people who have recently moved to Colac, if we would like to test concepts or research.</p>

Interviewees	Wayne Mackerell - LJ Hooker Real Estate
Date	22 June 2011
Location	Remote
Method	Teleconference
Key discussion points	<p>Strengths of More Than You Imagine campaign</p> <p>Quickly gained the support of the business community</p> <p>Created unity within the business community</p>

	<p>Weaknesses of More Than You Imagine campaign Lack of on-going funding Unsure of the campaigns objectives</p> <p>Liveability factor strengths – attracting young families: Job security Safe environment to raise children - Colac is better Tourism attractions - Colac is better Transport (is a regional centre) Multinational food providers (eg McDonalds, supermarkets) Cinema Good primary and secondary schools Affordable housing - Colac is better Sporting facilities</p> <p>Single professionals are attracted by some factors that Colac is not strong in, such as higher incomes, entertainment, and social groups of young professionals</p> <p>Why people relocate TO Colac: No. 1 reason is jobs. The dairy and timber industries employ a number of blue collar workers Affordable housing Schools Sport</p> <p>Why people relocate FROM Colac: Cold weather. Wayne knows a few parents who have moved their asthmatic children to warmer regions Jobs</p> <p>Vision for a new Colac Brand: Colac is the gateway to everything. It is a launching pad. The land of plenty. It is the foothills to the Otways. Avoid cows, sheep, lake. A green colour scheme and images of water would be received well.</p> <p>Participating in the new Colac marketing campaign: Interested.</p>
--	--

Interviewees	John Hayden – AKD Softwood
Date	22 June 2011
Location	Remote
Method	Teleconference
Key discussion points	<p>Strengths of More Than You Imagine campaign Catchy headline, good artwork. Business happy to place sticker on window.</p> <p>Weaknesses of More Than You Imagine campaign Preaching to the converted. Don't think it actually encouraged people to move here. Retail focus is too narrow. Budget restrictions meant message could not get out further.</p> <p>Liveability factor strengths: Safe environment to raise children – Colac is better Choice of primary and secondary schools – very good</p>

	<p>Proximity to weekend activities – eg beach, local entertainment, larger centres eg Geelong – highly rated Housing affordability and type of housing – rate really well Employment for partners – rates reasonably well Access to professional services such as lawyers, medical practitioners – very good Shopping Community and church groups</p> <p>Why people relocate TO Colac: They have a family link to Colac Employment</p> <p>Why people relocate FROM Colac: Limited job opportunities.</p> <p>Vision for a new Colac Brand: Stay away from clichés. Do not produce something that people will parody</p> <p>Participating in the new Colac marketing campaign: Would consider placing the logo/branding on the plastic wrap that packages all of our products. Our products are delivered all over Australia. Other companies may include message/logo on truck canvases. Happy to place PDF or links on our website and hand out hard copy information.</p> <p>Other comments: We have difficulty attracting quality employees at the middle and upper management level. What does attract them is the proximity to the coast, Geelong, choice of secondary schools (can take bus to Geelong). Employment choice – option to change jobs.</p> <p>In terms of young professionals. We should 'let them go', then bring them back. When they return they have rich work and life experience and return with new ideas. When they return they are at a stage in their life where they can appreciate what Colac has to offer. Better to 'let them go' than try to keep them here and watch them become resentful and unfulfilled.</p>
--	--

Interviewees	Mark Theodore - HF Richardson Real Estate
Date	22 June 2011
Location	Remote
Method	Teleconference
Key discussion points	<p>Strengths of More Than You Imagine campaign</p> <p>Weaknesses of More Than You Imagine campaign Wrong focus. Need to focus on job creation. Colac will only grow when employers grow. Need to create jobs first.</p> <p>Liveability factor strengths: Employment Salary packages</p> <p>Why people relocate TO Colac: Job Escape the city rat race</p>

	<p>Safe environment to raise children. Children can be 'free' Returning home</p> <p>Why people relocate FROM Colac: Children's education. Move to Ballarat or Geelong Better quality job prospects.</p> <p>Participating in the new Colac marketing campaign: Would be happy to promote any incentives, include information or links on website.</p> <p>Other comments: Council could offer incentives for employers to attract them to the region. They could also offer incentives to new residents – such as 1 yr free rates, low cost land zones.</p>
--	---

Interviewees	Mr Geoff Iles – Colac Area health
Date	23 June 2011
Location	Remote
Method	Teleconference
Key discussion points	<p>Strengths of More Than You Imagine campaign Very effective campaign, people remember it. The truck signage ensured the campaign was very visual and people were exposed to it in a dynamic and unpredictable way. As it was an initiative from the business community and the Council, it was embraced broadly</p> <p>Weaknesses of More Than You Imagine campaign The campaign needs to be refreshed regularly to maintain its currency and freshness.</p> <p>Liveability factor strengths: Younger generation is interested in fine dining, cafe culture and entertainment. Accessibility to Melbourne and Geelong Iconic tourist attractions and villages such as Birregurra Great medical facilities</p> <p>Why people relocate TO Colac: Quality of work environment (corporate culture, strong team environment and leadership) People relocating need to be sure they are not missing out on cultural experiences</p> <p>Why people relocate FROM Colac: .</p> <p>Vision for a new Colac Brand: Embrace all the area – lake, industry and wineries</p> <p>Participating in the new Colac marketing campaign:</p>

	<p>Other comments: Colac needs a local brand Some businesses in Colac need to reassess their service offering. For example cafes should be open on a public holiday.</p>
--	--

Interviewees	Debbie Frizon – Otways Tourism
Date	23 June 2011
Location	Remote
Method	Teleconference
Key discussion points	<p>Strengths of More Than You Imagine campaign Great modern logo, presents well on a range of merchandise Able to use brand to brand Colac (in absence of anything else)</p> <p>Weaknesses of More Than You Imagine campaign Not sure what the strategy was Logo not utilised enough.</p> <p>Liveability factor strengths: Employment – limited opportunities in Colac. Youth move away Education – primary and secondary are better than other regional centres Childcare – better than other regional centres Central location - better than other regional centres Public transport and roads – worse than other regional centres Medical facilities - better than other regional centres Internet speed, to stay in touch with the world – good speeds</p> <p>Why people relocate TO Colac: As per above liveability factors Affordable housing</p> <p>Why people relocate FROM Colac: Lack of employment opportunities. Youth leave to attend university and then do not return</p> <p>Vision for a new Colac Brand: Vibrant, modern brand. Liked the Illawarra sour Dough ad consisting of a family, under a tree with rolling hills in the background. Encapsulated the feeling of fresh air and open spaces.</p> <p>Participating in the new Colac marketing campaign: Very interested in participating. Can: Hand out brochures and information packs, sell branded material (lollies with I ♥ Colac sell well) and include information on website.</p> <p>Other comments: Large number of medical students have placement training for 2 months in Colac. May be an opportunity to market to them to encourage them to settle in Colac.</p>

Interviewees	Elaine Carbines – G21 Chief Executive Officer
Date	28 June 2011
Location	G21 Office
Method	Face to face
Key discussion	The our place publication is a particularly successful G21 project. In summary

points	<p>the publication:</p> <p>Celebrates our region and engenders pride in the area</p> <p>Is an 84 page, glossy, full colour magazine produced in partnership with the Geelong Advertiser</p> <p>The 40,000 copies are being distributed via:</p> <p>All newsagencies that sell the Geelong Advertiser</p> <p>Councils</p> <p>our place contributors and sponsors</p> <p>G21 members</p> <p>G21 meetings</p> <p>The G21 website (downloadable)</p> <p>G21 projects impacting on COS – the improvement of transport links – both rail and road. This improves access to Colac.</p> <p>Liveability factors important to people relocating to the region:</p> <p>Employment</p> <p>Education. Colac is within easy commuting distance to Deakin and The Gordon. The means young adults do not have to leave home to go to uni.</p> <p>Healthcare – World class facilities with Colac Area Health and Barwon Health</p> <p>Natural assets – the wilderness is at their doorstep. The Otways are the lungs of the state. Great Ocean Road provides world class beaches and spectacular scenery</p> <p>Culture and lifestyle. COPACC is an enormous asset</p> <p>G21 has existing promotional channels, which COS can utilise to a greater degree, including:</p> <p>E-news – sent to 11,500 recipients once per month</p> <p>Snapshots – emailed to 600 recipients fortnightly</p> <p>Facebook & Twitter. Other councils utilise these G21 channels</p> <p>COS could become a more active member of the Regional Marketing Alliance.</p> <p>Battling perception of Colac will be a challenge. Geelong has had to overcome the nickname of ‘sleepy hollow’. Need to convince people to stop and explore rather than simply drive through. Need to articulate the assets of the region.</p> <p>Colac is fortunate to have people who are able to passionately articulate the regions attractions. Colac needs ambassadors, in the same way that Frank Costa is an ambassador for Geelong.</p>
--------	--

Interviewees	Lauren Fanning – G21 Communications Department
Date	29 June 2011
Location	G21 Office
Method	Face to face
Key discussion points	<p>Discussion of the implementation the G21 marketing and communication initiatives in terms of logistics, learnings and current committee focus.</p> <p>Provision of post campaign effectiveness research</p> <p>Discussion of available G21resources, including statistical information</p>

Interviewees	Jim Phillips – RDV – Geelong Office
Date	30 June 2011
Location	Remote

Method	Teleconference
Key discussion points	<p>Jim suggested I speak with Robyn Burg (RDV Melbourne). Robyn is the manager of the next iteration of the Provincial Victoria campaign.</p> <p>Jim suggests the Department of Health may be a stakeholder as they are developing a program to attract more medical students to the region.</p> <p>Jim mentioned Colac's timber manufactures have been successful in attracting skilled migrants, particularly from a specific region in China. The learning from this exercise and the existing Chinese community may provide a basis for attracting additional Chinese migrants to become new residences.</p>

Interviewees	Helen Knight Associate - Senior Planner / Urban Designer - Planisphere
Date	14 July 2011
Location	Remote
Method	Teleconference
Key discussion points	<p>Discussion regarding the linkages between our respective Colac projects.</p> <p>The CBD & Entrances project will contain recommendations for Colac to be seen as a town renowned for its significant trees and planting, great 'people spaces', unique architecture (lots of beautiful old buildings and cutting-edge, sustainable new buildings) and as a bicycle town. The focus will be on the CBD connecting to the natural assets of the Lake and the Barungarook Creek corridor.</p> <p>We discussed that the signage strategy will be a recommendation of both projects.</p> <p>We will exchange draft reports to ensure we maximise synergies.</p>

19. Appendix 3 – Focus Groups

Colac Otway Shire Management Team Focus Group

1. Identify the strengths and weaknesses of the Colac More Than You Imagine campaign

Strengths	Weaknesses
Vibrant brand/colours	“More than you imagine” was a weak byline/concept
Had buy-in from local businesses	Limited focus retail – also limited market
Big support from local radio – good jingle	No evaluation of the project took place
Truck banners were very effective	Narrow focus of campaign
Rob thinks brand was unexciting because not about lifestyle	Don't know much about it
Good catch phrase - memorable	Not sustained – bang at start but not much follow up
Show cased different industry	For local residents, didn't change what we did
Enforces positive community image	What was the measure of success?
People worked together to promote it	Did retail expenditure increase? Was it sustained?
High quality ads on TV	The goals of the strategy were not known
Linked into TV shows eg Postcards/Coxy	Campaign didn't grow
Reached a broad market	Defensive/negative
	Christmas parties were questioned if out of town
	Financial support not provided by retailers
	Request to Council to fund campaign
	Affluent shop owners <u>did</u> shop out of town

2. Identify the liveability factor strengths that appeal to the target market

Imagine you are a professional, either single or with a young family, currently living in an outer Geelong or Melbourne suburb.

What things are important to you about the place you live or would like to live, wherever that may be in the world? Please list your 'top 5'.

Liveability Factors for <u>single or a young family</u> (please circle)
<ul style="list-style-type: none"> Proximity to other major centres, tourist attractions, etc (strength of Colac already) Safe place to raise a family (strength already) Access to quality services – medical, educational, high education Public transport linkage and good transport networks Variety of entertainment opportunities and recreation options Employment opportunities and retail/centre industry
<ul style="list-style-type: none"> Education (quality/proximity) Health Services (quality/proximity) Recreational opportunities (quality/proximity)

Liveability Factors for <u>single or a young family</u> (please circle)
<ul style="list-style-type: none"> • Recreational opportunities (quality/proximity) • Affordable housing • Easy access to work & other facilities
<ul style="list-style-type: none"> • Arts/Events/recreation/environment • Education (early years to some tertiary opportunities) • Employment opportunities for all family • Health & Community services • Lifestyle – land size & open spaces, natural beauty • Transport connectivity
<ul style="list-style-type: none"> • Arts & culture – we are missing a gallery. Good deal of cultural activities in Colac • Quality of education • Recreation facilities and open space • Connivance factors • Environment - clean • Proximity to natural environment – coast / forests • Well connected community groups – diverse social opportunities • Healthcare quality

3. Identify Colac’s comparative advantage (compared to outer Geelong or Melbourne) in these liveability factor strength areas

Liveability Factor	Colac (please tick)					Reason/Comment
	Much Worst	Worst	Same	Better	Much Better	
Arts/culture/recreation		4	3	2	1	Good standard sport facilities Very good from natural environment
Education		3	2			Good for prep-12 Poor for post-secondary
Employment opportunities	2	3			1	
Health and community	1	3		1		
Lifestyle		1	1	1		
Housing				1		
General services		1			1	
Proximity					1	
Safety					2	
Transport		2				
Access to services – health, education, tertiary		1				

4. Identify reasons for residents relocating TO Colac

Please list the reasons why you think the target market move here:

• Not convinced that we are attracting the target market
• Work opportunities x 2
• Liveability
• Close to city but country
• Family x 2 (be closer to)
• Jobs
• Liveability facilities eg recreation, education, arts and culture
• Proximity to coast, regional features
• Proximity to local facilities – no traffic, congestion, etc
• Low cost housing
• Good access to beaches, recreation, and natural environment
• Lifestyle rural environment x 2
• Convenient life style
• Land and property prices
• Family
• Immigration /VISA policy
• Rural living
• Employment opportunities
• Employment
• Lifestyle
• Family connections
• Retirement
• More land @ less money
• Sea change/tree change
• Cheaper place to retire/grow old

5. Identify reasons for residents relocating FROM Colac

Please list the reasons why you think the target market move from here:

• Higher education x 4
• Professional employment x 4
• Move to city > life experience x 2
• Variable employment opportunity
• Hustle and bustle of city life
• Career opportunities
• Follow kids to Melbourne
• Experience
• Employment
• Education
• Limited job opportunities x 2
• Very poor post secondary education
• The lure of the big city for young
• Career progression
• Higher education
• Poor image (crime, drugs etc)
• Change in family circumstances

<ul style="list-style-type: none"> • Investment & wealth growth
<ul style="list-style-type: none"> • Lack of opportunities for children
<ul style="list-style-type: none"> • Want more lifestyle opportunities • Travel/rail connections not conducive to commuting • Education/tertiary opportunities • Lack of growth/promotion opportunities with current business/companies

6. What is your vision of a new Colac brand?

What imagery should we include, what should we avoid?

<ul style="list-style-type: none"> • Major industry type (timber, primary production, manufacturing)
<ul style="list-style-type: none"> • Natural beauty (plains, Otway's, coastal) > lakes
<ul style="list-style-type: none"> • Recreation activity
<ul style="list-style-type: none"> • CBD
<ul style="list-style-type: none"> • Services: hospital, schools, entertainment precincts
<ul style="list-style-type: none"> • Local government opportunities
<ul style="list-style-type: none"> • Professional service opportunities
<ul style="list-style-type: none"> • Images of new facilities – library, schools
<ul style="list-style-type: none"> • Kids playing sport
<ul style="list-style-type: none"> • Memorial square and bike riding
<ul style="list-style-type: none"> • Golf, fishing in the lake
<ul style="list-style-type: none"> • Lots of stuff around kids (family times)
<ul style="list-style-type: none"> • Coffee shops – dining (individual)
<ul style="list-style-type: none"> • WANT: Vibrant, exciting, positive • NOT: same old industries
<ul style="list-style-type: none"> • Water (lake, coast)
<ul style="list-style-type: none"> • Open space (botanic gardens, memorial square)
<ul style="list-style-type: none"> • Activities eg trails, walking, riding, etc
<ul style="list-style-type: none"> • INCLUDE: natural environment, heaps of clean water • Great access • Clean and green • Opportunity • Lake Colac, memorial square, Otways
<ul style="list-style-type: none"> • AVOID: weather and bogans
<ul style="list-style-type: none"> • Vital, highly connected, village to natural environment, raise a child
<ul style="list-style-type: none"> • SHOULD – Good weather, natural environment • SHOULD – Changing, news, more vibrant • SHOULD – More work, services, recreation • SHOULD – New rural enterprises
<ul style="list-style-type: none"> • AVOID – Traditional • AVOID – Family enterprises • AVOID – Lake Colac
<ul style="list-style-type: none"> • SHOULD – Education, safety • SHOULD – Attract industry, development • SHOULD – Livability – families, lifestyle, opportunity, social growth
<ul style="list-style-type: none"> • AVIOD – Lake Colac • AVIOD – Don't be isolated, be open • AVIOD – Looking backwards, look forward
<ul style="list-style-type: none"> • SHOULD – Coast/forest/trees

- SHOULD –Strong modern graphics
- SHOULD –Boutique feel

- AVIOD – Old people – scrappy images of the main street
- AVIOD – Shrine/fountain been done to death

Otways Business Inc. Focus Group

1. Identify the strengths and weaknesses of the Colac More Than You Imagine campaign

Strengths	Weaknesses
Advertising worked well. ie car stickers and advertising in media.	Funding of the program to be continuous. Cut off early. Was not completed. Only 2 out of 3 years ran.
Logo design – had key industry elements in the logo.	Very Colac centric. Did not get outside Colac enough.
High quality and visual videos for this campaign – during Olympics	Brief was narrow. Retail focus in implementation.
Reached out further than just a retail focus. Slogan was good.	
Positive vibe to campaign.	
Pleasing to see business community pulling together to work through.	

2. Identify the liveability factor strengths that appeal to the target market

Imagine you are a professional, either single or with a young family, currently living in an outer Geelong or Melbourne suburb.

What things are important to you about the place you live or would like to live, wherever that may be in the world? Please list your 'top 5'.

Liveability Factors for <u>single</u> or a <u>young family</u> (please circle)
<ul style="list-style-type: none"> • Away from rat race – traffic noise etc • Affordability – cheaper housing • Safety – good environment to raise kids • Sense of community – know your neighbours. • Accessibility/location to services, education • Good employment
<ul style="list-style-type: none"> • Vibrancy of the town, top retail opportunities. Childcare, kindergarten, schools, housing affordability, cultural opportunities, Access to health facilities, Recreational opportunities, Proximity to the coast, Cultural and social life, Closeness to major cities (Geelong & Melb), Education facilities (Uni, TAFE - Access). Career opportunities.
<ul style="list-style-type: none"> • Natural environment – fresh air • Accessibility – to Melb etc • Education – up to end of secondary – young family • Sense of community • Land prices • Opportunity for small business – not working for the 'big guys' forever • Negative – variety of opportunities for professionals limited.
<ul style="list-style-type: none"> • Income • Healthcare

- Education
- Entertainment
- Safety

3. Identify Colac’s comparative advantage (compared to outer Geelong or Melbourne) in these liveability factor strength areas

Liveability Factor	Colac (please tick)					Reason/Comment
	Much Worst	Worst	Same	Better	Much Better	
Away from rat race – traffic noise etc					1	No traffic jams in Colac
Affordability – cheaper housing					1	Cheaper housing in Colac
Safety – good environment to raise kids				1		
Sense of community – know your neighbours.				1	1	
Accessibility/location to services, education		1 to education	1 to bush			
Good employment	1 for professionals	1 poor choice of employment, low skill jobs		1 for small business ownership		
Education (early childhood, primary)		1 (secondary)	Same/better	1 primary		
Education (secondary)		Worse/same				
Culture & social life			Same/better			
Housing affordability				1	1	
Natural environment					1	
Accessibility				1		
Income		1				
Healthcare		1				
Education				1		
Entertainment		1				
Safety					1	

4. Identify reasons for residents relocating TO Colac

Please list the reasons why you think the target market move here:

<ul style="list-style-type: none"> • Away for rat race – traffic noise etc • Affordability – cheaper housing • Safety – good environment to raise kids • Sense of community – know your neighbours. • Tree change – many look for the larger spaces/bush environment that this region can offer
<ul style="list-style-type: none"> • Jobs, quality of life, connections to family and personal relationships in Colac, housing affordability, cost of living, rent.
<ul style="list-style-type: none"> • Raise a family in a more community spirited environment with clean air
<ul style="list-style-type: none"> • Country living – relaxed • Foster family living • Housing affordability/cost of living

5. Identify reasons for residents relocating FROM Colac

Please list the reasons why you think the target market move from here:

<ul style="list-style-type: none"> • Lack of employment opportunities • Lack of educational opportunities – both secondary & tertiary • Lure of benefits of bigger centres
<ul style="list-style-type: none"> • Don't develop social connections with others, lack of professional position opportunities, give their families an increased opportunity in education, recreation, social connections.
<ul style="list-style-type: none"> • Tertiary education • Lack of understanding what's in their own backyard – perceived that it may be better elsewhere. Work enhancement opportunities.
<ul style="list-style-type: none"> • Better career opportunities • Better educational opportunities for children • Sick of gossip

6. What is your vision of a new Colac brand?

What imagery should we include, what should we avoid?

<ul style="list-style-type: none"> • Come to Colac!! (Visual) Kids playing. Adults busy. Flocking to Colac. • Simple, bold image that is easily recognisable
<ul style="list-style-type: none"> • Use people in the design/visual effect – showcase the target market in the design. Showcase the vibrancy of Colac. Showcase our mix of contemporary and heritage mix.
<ul style="list-style-type: none"> • Colac "More than you imagine" (Yes) • A great place to live, work & play (yes) • Not green
<ul style="list-style-type: none"> • Foster family – recreation/lifestyle • Green – natural/animals (wildlife/livelihood) • Cultural/heritage opportunities.
<ul style="list-style-type: none"> • Helen Paatsch: • Wanting – good schools for the kids? Come to Colac • Wanting – to live near the Otways? Come to Colac • Wanting – good aged care facilities? Come to Colac • Wanting – access to Melb? Come to Colac • Wanting – good shopping facilities? Come to Colac • Wanting - affordable housing? Come to Colac

New Branding Campaign Survey

How interested are you in participating in the new Colac Marketing Campaign?

Not at all	Not very	Neither interested nor disinterested	Interested	Very interested
			1	

Comments:

- Essential that OBI provide input to process at all stages
- Should this campaign also link in with Otways “Breathe Easy” campaign

How would you like to be involved?

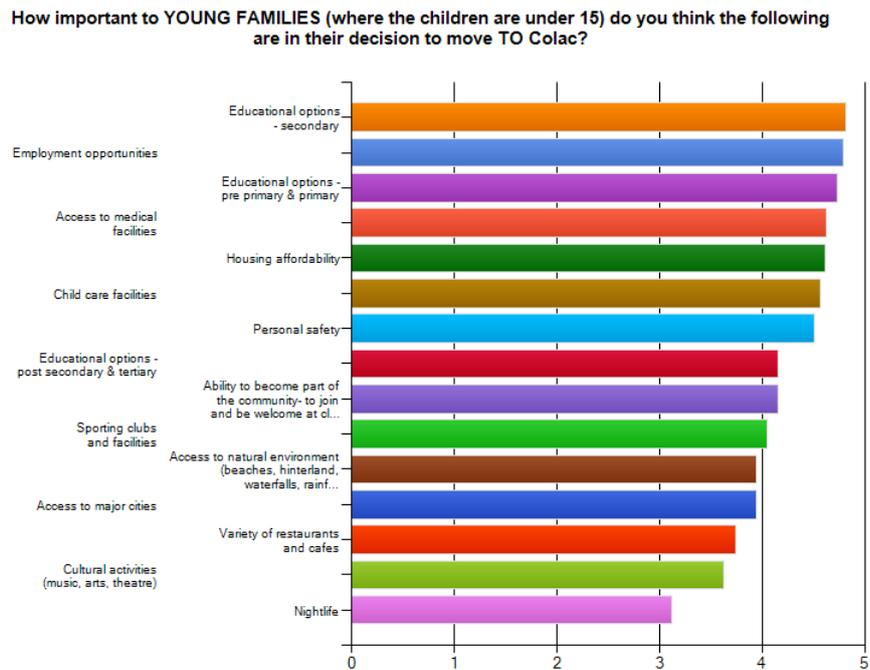
Comments:

- Continue to communicate with us.

20. Appendix 4 - Online survey of General Colac Community

Why people move TO Colac

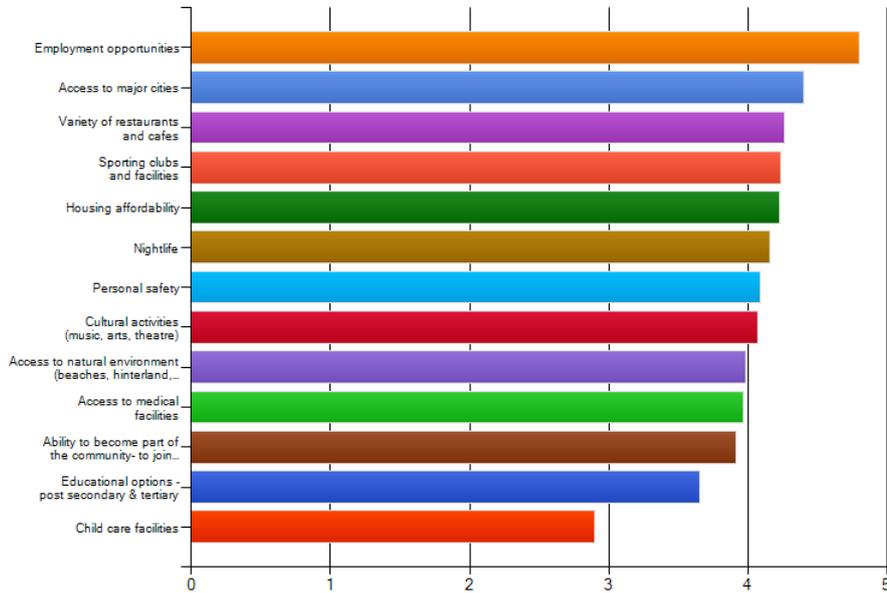
Question: How important to YOUNG FAMILIES (where the children are under 15) do you think the following are in their decision to move TO Colac? N = 141



Educational and employment opportunities, together with medical facilities and housing affordability were seen as the most important considerations when young families are deciding to move to Colac. These aspects of life in Colac will form part of the key messages to young families.

Question: How important to SINGLE PROFESSIONALS do you think the following are in their decision to move TO Colac? N = 138

How important to SINGLE PROFESSIONALS do you think the following are in their decision to move TO Colac?

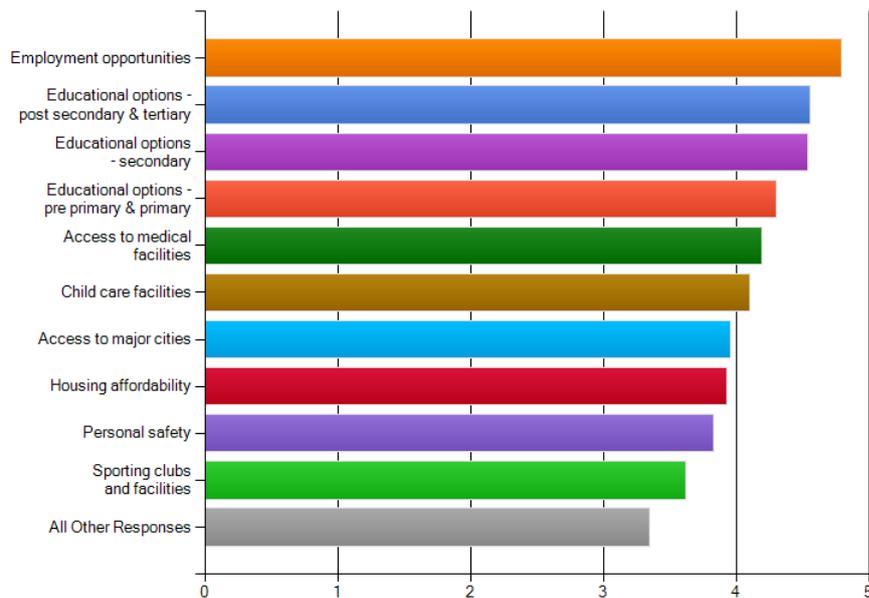


Respondents thought single professionals, like young families, are most concerned about employment opportunities. Respondents then indicated they think single professionals differed from young families in that they are more concerned with connectedness, in terms of distance from major cities and amenities to facilitate social interaction, such as cafes and clubs.

Why people move AWAY from Colac

Question: How important to YOUNG FAMILIES (where the children are under 15) do you think the following are in their decision to move AWAY from Colac? N = 128

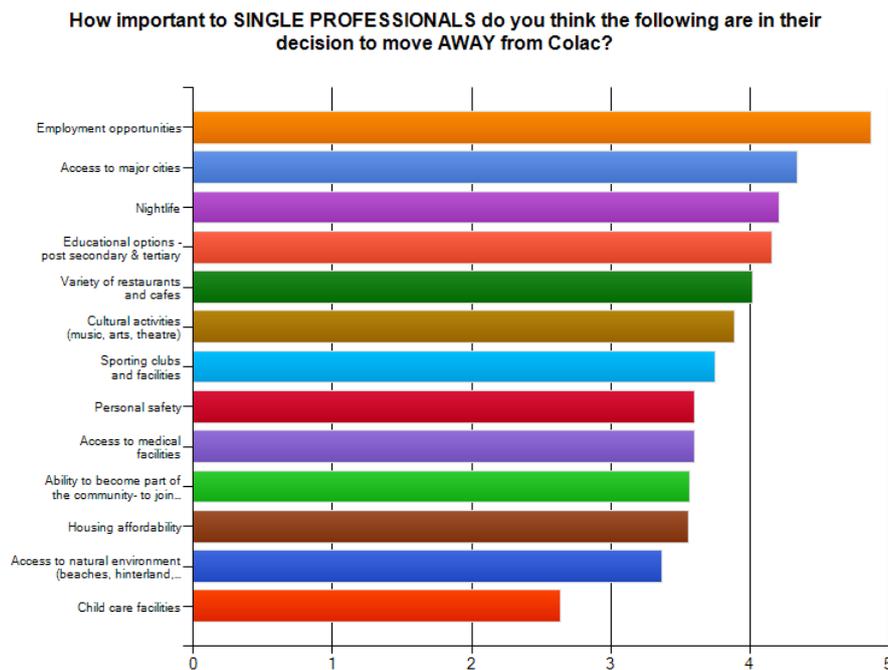
How important to YOUNG FAMILIES (where the children are under 15) do you think the following are in their decision to move AWAY from Colac?



Educational and employment opportunities, together with medical facilities and access to major cities were seen as the most important considerations when young families are deciding to move away from Colac.

Not surprisingly, the positive aspects of Colac life thought to be particularly evident, such as housing affordability, personal safety and sporting clubs, were not seen as important in the decision for young families to move away. This further illustrates the strength of these positive aspects of life in Colac.

Question: How important to SINGLE PROFESSIONALS do you think the following are in their decision to move AWAY from Colac? N = 125



Employment opportunities, access to major cities, nightlife and post secondary educational opportunities were seen as the most important considerations when single professionals are deciding to move away Colac.

The New Colac Brand

Question: What is your vision of a new Colac brand? What imagery, tone, colours should be INCLUDED? N = 88

Blues, greens	41
Bright colours	15
All facilities Colac has to offer - lake, shops, gardens, cafes, forests etc	14
Convey that Colac is trendy	4

Respondents indicated they prefer the new Colac brand to have a vibrant blue and green colour pallet and a modern design.

Question: What imagery, tone, colours should be AVOIDED? N = 82

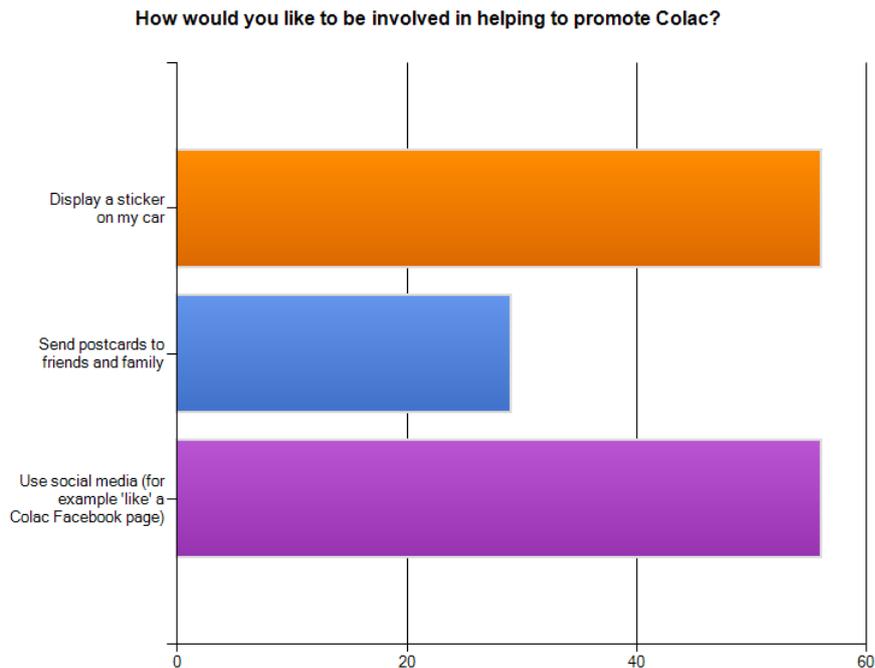
Black, grey, dull tones	24
Red	13
Yellow, orange	9

Brown	9
Bright colours	6
Industry or street images	3

Respondents indicated they prefer that the new Colac brand not include dull, dark colors.

How would you like to be involved?

Question: *How would you like to be involved in helping to promote Colac?* N = 93



Respondents indicated they would be happy to actively promote Colac.

Other responses/comments

Do you have any other comments in relation to marketing Colac? N= 70

When respondents were asked if they had any other comments, ten indicated tourism and event marketing, particularly events involving local produce were important in attracting visitors to the regions, who then may consider relocating to Colac.

Additional comments were received, on a variety of topics. The most relevant are as indicated below. A complete transcript of comments is available upon request.

Tourism/event marketing/gastronomy marketing	10
Mass media - TV (x2), magazines (x2), radio	5
Logo on my web /link on my email signature	4
Display a sticker in my shop	1
Promotion through combined retailing	1
Get postage stamps of Colac	1

21. Appendix 5 - Literature Review

Literature Review Summary

Completed reading/notes

1. A Marketing Strategy for Colac – Oct 2005
2. All roads lead to Colac catalogue
3. Barwon South West – Victoria's region of opportunity – Regional Development Australia (RDA)
4. Colac – It's a Great Place (2011)
5. COS Economic Development Action Agenda
6. Economic Development & Tourism Strategy - Sept 2004 - Colac Otway Shire
7. EDU Business Survey 2011
8. G21 Regional Marketing Strategy 2006
9. Geelong Otway Tourism – Strategic Plan 2007 - 2010
10. Great South Coast Regional Strategic Plan (2010)
11. Marketing Strategy Initiatives 2009-2012
12. OBI Marketing Strategy Survey
13. Otways Tourism – Otways villages – Tourism Strategy & guidelines
14. OTWAYS Tourism – Style Guide (not dated)
15. Otways Tourism Strategic Plan 2010-2013
16. Tourism Victoria's (TV) Regional Marketing And Development Plan 2010-2011 - Great Ocean Road
17. Tourism Victoria's (TV) Regional Marketing And Development Plan 2010-2011 – Goldfields
18. Colac CBD & Entrances Project Community Project Steering Committee Meeting Minutes – 16 May 2011
19. Colac CBD & Entrances Project Community Reference Group Meeting Minutes – 16 May 2011
20. Colac Community Bulletin 1 - CBD & Entrances Project
21. Planisphere report
22. Aspects Of The 'Sea Change' Phenomenon In The Surf Coast Region Of Victoria – Peter Dryden, Research Fellow Deakin University
23. Colac Herald – On the street Vox Pop – What would you include in the COS's new marketing campaign?, June 15, 2011
24. Colac Herald – Change of lifestyle attracts city buyers, May 23, 2011
25. Colac Otway Shire Industry Advisory Committee Skills & Labour Shortage Survey, Nov 2009
26. Corangamite Shire – Be surprised promotional brochure

- 27. Liveanomics Urban Livability and Economic Growth - The Economist Intelligent Unit 2011
- 28. Colac Otway Shire New Residents Kit – January 2011
- 29. Retention And Attraction Of People To The Cariboo-Chilcotin Region. Nov 2006
- 30. Towards Open Cities - British Council Report 2008
- 31. Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat

Document	Key themes/findings
A Marketing Strategy for Colac – Oct 2005	<ul style="list-style-type: none"> • Target market – Provincial Victoria Marketing Campaign based on BOTH 1. Attract businesses (ie; jobs) and the people will follow; and 2. Attract people and the businesses will follow. –p21 • Identify the liveability factor strengths - country lifestyle, big enough to be well serviced with shops and public facilities but small enough to have an old-fashioned country/community feel. Everything you need is right here, you meet friends on the street and you're known by shop assistants etc. Regional service centre, transport hub. Water was identified as a key strength in terms of no water restrictions and the iconic value of the lake. Colac is geographically well placed between the Coast, Ballarat, Geelong and Warrnambool. Easy to get around, friendly, laid back • McKinsey & Co. conclude growth and economic development comes from: <ul style="list-style-type: none"> • 70% - businesses already established in the community; • 20% - relocation of existing businesses established elsewhere; and • 10% - new businesses. – p34
All roads lead to Colac catalogue	8pp colour catalogue. Free coupon space for member businesses. Focus on discount offers to consumers
Barwon South West – Victoria's region of opportunity – Regional Development Australia (RDA)	<ul style="list-style-type: none"> • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Great Ocean Road & natural environment is of international significance. • Manufacturing sector makes significant contribution to states output. • Australia's largest dairy production region & 20% of Australia's forestry plantations. • Developing new energy resources (eg wind) and has significant natural gas reserves. • Action plan to promote comparative advantage G21 Region Plan has 5 key directions: <ul style="list-style-type: none"> • Protect & enhance environment • Create sustainable settlements • Strengthen our communities

Document	Key themes/findings
	<ul style="list-style-type: none"> • Refocus our economy • Make it happen <p>Priority Projects in the Colac region:</p> <ul style="list-style-type: none"> • Apollo Bay Harbour Precinct • Upgrades to Princess HWY West • Green Triangle Freight Action Plan
Colac – It’s a Great Place (2011)	<ul style="list-style-type: none"> • Identify the liveability factor strengths: <ul style="list-style-type: none"> • Health • Lifestyle • Education • Recreation • Arts and culture • Retail • Business • Employment • Details infrastructure for each strength • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Housing prices and traffic compared Melbourne and Geelong. • Residents enjoy natural surrounds, community values & relaxed living, particularly in villages. Close to major cities. • A good document to provide to potential residents and private companies/investors. • Requires additional copywriting (focus on benefit, not facilities) and graphic design.
COS Economic Development Action Agenda	<ul style="list-style-type: none"> • Target market Stable population since 1991 – ABS – p5 <ul style="list-style-type: none"> • 2006 = 20,296 to 2026 = 23,111 an increase of 10% without marketing – p5 • Need to attract and retain families and single young professionals who will work in the region and contribute economically. Rather than retirees/sea and tree changers who focus more on the ‘life’ in work/life balance – p16 • Identify the liveability factor strengths: <p>Themes (p5)</p> <ul style="list-style-type: none"> • Workforce development • Climate change • Business development

Document	Key themes/findings
	<ul style="list-style-type: none"> • Regional development planning • Marketing and promotion • Infrastructure • Economic development leadership <p>Key areas - p5)</p> <ul style="list-style-type: none"> • Agriculture • Education and training • Health and community services • Retail and professional • Tourism • Town development • Partnership and regional structures <ul style="list-style-type: none"> • Competitive Advantage (pg 5) <ul style="list-style-type: none"> • Water availability • Ease of access to 3 regional service centres & Melbourne • Natural beauty of forests, plains, mountains & coast • Natural beauty of forests, plains, mountains and coasts
<p>Economic Development & Tourism Strategy - Sept 2004 - Colac Otway Shire</p>	<p>A comprehensive 5 yr strategic plan addressing social, environmental and economic issues impacting on the attraction and retention of residents and tourists to the region. Focuses on initiatives that Council can directly influence.</p> <ul style="list-style-type: none"> • Target market <ul style="list-style-type: none"> • Key employer is agriculture. Changing skill levels in this sector had decreased need for full time farm labour but increased need for sophisticated agri services, leading to shift in population from rural communities into urban centres and changes in skill sets needed -p14. • More employees in health sector needed (in 2001). Ageing population expected to compound this in coming years. – p24. • Traditional Family Life and Conventional Family Life are major users of Caravan & Holiday Park accommodation –p64 • Identify the liveability factor strengths <ul style="list-style-type: none"> • Natural features are: ‘stunning and dramatic coastal landscapes, natural forests in the Otways, basalt plains, lakes, volcanic craters and varied agricultural land’ –p10 • Low population density.

Document	Key themes/findings
	<ul style="list-style-type: none"> • Festivals & events – p41 • Food, wine, history and culture – p49 • Shire provides a diversity of living environments. Lake is highly desirable – p74 <p>Many of the initiatives in this document are also found in other documents in this review. Observations or initiatives unique to this document include:</p> <ul style="list-style-type: none"> • Transitioning older residents to aged care facilities enables housing stock to become available for family residences – p32 • Adequate provision of child care facilities impacts women’s ability to enter/re-enter workforce – p32 • The Princess HWY being the main thoroughfare through the city centre brings heavy transport through the town. This detracts from a retail and passive activity ambience in the central area – p40. • Attracting young professionals difficult due to career perceptions, career paths, and availability of work in larger centres and lack of employment opportunities for spouses. -p42 • Otways-Heart of the Great Ocean Road – tourism marketing campaign. • Retention of the village atmosphere of Apollo Bay is a priority –p62 • Incorporate the brand in town signage – p68 • Use popular tourist websites such as www.visitotways to link campaign message to
G21 Regional Marketing Strategy (RMS) 2006	<ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • People’s perceptions of a place will strongly influence whether they will find it desirable for living, working, visiting and investing (p24) • Cost of petrol and lack of public transport makes commuting less appealing • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Great Ocean Road internationally recognised – p31 • Action plan to promote comparative advantage <p>G21 adopt collaborative approach for Project identification, Research, Funding, Coordination and Implementation and monitoring</p> <p>RSM supports regional marketing efforts – p40.</p> <p>The RSM recommends the purchase of a Customer Relationship Management system. If this CRM exists this may be a potential resource.</p> • Additional relevant points <p>Higher than average 65+ yo will retire to regions in next 30 yrs, inappropriate marketing could lead to inappropriate population growth – p32</p> <p>Global positioning tactics are lifestyle, facilities, proximity and environment – p31</p> <p>Sea and tree changers seek large houses on large blocks – not sustainable – p35</p>

Document	Key themes/findings
	Study Wollongong & Hunter Valley relationship to Sydney Study Gold & Sunshine Coast relationship to Brisbane. OS study Dundee relationship to Edinburgh, Liverpool & Manchester to London – p37. Priority area is measurement of sustainable growth –p54
Geelong Otway Tourism – Strategic Plan 2007 – 2010	<ul style="list-style-type: none"> • Leverage and influence GOT initiatives to convert tourists to residents • GOT conduct research. May be opportunities to incorporate future questions into tourism research.
Great South Coast Regional Strategic Plan (2010)	<ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • Ageing popn = more jobs • Loss of young population and not staying for tertiary education • Transition to low carbon economy = job creation and reskilling needs (education and training) • Pg 18 – employers need to use innovative ways to attract employees. Currently cannibalising other employers • Low unemployment • Primary factor detracting from liveability and community strength is poor access to services and infrastructure • Pg 47 – attracting youth to live, learn, work in order to replace those leaving the region • Arts and culture • Sport and recreation • Position as asset of Melbourne (G21) “Melbourne’s backyard/playground”
OBI Marketing Strategy Survey	Questions to ascertain business owners’ opinion of the impact of the Colac More than you imagine campaign. Survey questions only, no responses.
Otways Tourism – Otways Villages – Tourism Strategy & guidelines	<ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Use natural beauty and history of small communities (villages) to attract tourists • Villages enable escape from the ‘crowds of the coast’
OTWAYS Tourism – Style Guide (not dated)	<ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Stipulates the usage rules of visual identity of the regions tourism body. Focuses on Breathe Easy brand and includes sub brands of various villages , eg Apollo Bay • Ensure new Colac brand works in harmony with the colour pallet and style of the OTWAYS Tourism brand
Otways Tourism Strategic Plan 2010-2013	<ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Leverage and influence OT initiatives to convert tourists to residents. Eg place a ‘enjoyed your holiday? Why not extend it forever’ info pack. • Outlines the strategy to ‘inspire visitors to stay longer and spend more’, with associated action items

Document	Key themes/findings
	for implementation. Committed to the 'OTWAYS Breathe Easy' brand. Works closely with COS.
Tourism Victoria's (TV) Regional Marketing And Development Plan 2010-2011 - Great Ocean Road	Document outlines the action based marketing activities Tourism Victoria will undertake to encourage tourism to the 'Great Ocean Road' (includes Colac) region. <ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • Regional Market Profile (Yr ending Dec 2010) – a profile of visitors to the Great ocean Road region. – p14 • Action plan to promote comparative advantage <ul style="list-style-type: none"> • For Great Ocean Road region – Tourism Victoria will focus on the regions natural assets and support the Villages of Victoria program –p6 • Investment & Infrastructure priority projects listed on p5. In the Colac region these are: Great Otway National Park & Great Ocean Walk, Great Ocean Interpretative Centre, Re-development of Apollo Bay Harbour • TV offer a range of collaborative marketing programs to promote the region. • Apollo Bay is included in the Great Southern Touring Route, Great Ocean Road Marathon (p13) and the Villages of Victoria program (p7).
Tourism Victoria's (TV) Regional Marketing And Development Plan 2010-2011 – Goldfields	Similar and comparable activities are outlined in the organisations Great Ocean Road Marketing & Development Plan
Colac CBD & Entrances Project Community Project Steering Committee Meeting Minutes – 16 May 2011	Discussion of consultation feedback in relation to project priorities and issues
Colac CBD & Entrances Project Community Reference Group Meeting Minutes – 16 May 2011	<ul style="list-style-type: none"> • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Colac's identity – Otways, deciduous trees, botanic gardens, environment, lake, Memorial square, heritage and trees, country 'feel', farming, 'total package' – lifestyle, vistas – different experiences from different directions (pines, paddocks, hills, lake), diversity (industry), geographic attractiveness, community feeling & atmosphere, dairying, relaxation/recreation, timber industry p2
Colac Community Bulletin 1 - CBD & Entrances Project	Summarises project and seeks community input.
Planisphere report	<ul style="list-style-type: none"> • Identify comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • Lake enables fishing and boating activities and provides atmospheric qualities –p4 • Many historic commercial, residential and civic buildings – p6

Document	Key themes/findings
	<ul style="list-style-type: none"> • Mature plantings, parks and gardens, wide streets –p7 • Other relevant points: <ul style="list-style-type: none"> • Project scope is to 'make the most of existing assets and to undertake further improvements that will benefit current residents and attract population growth and investment' –p1 • Potential for Princess HWY By-pass to remove heavy traffic through CBD –p3 • Potential to protect & enliven heritage buildings – p11 • Potential to increase/improve street planting, public art, signage, amenities (eg seating, al fresco area and bins) and encourage pedestrian and bicycle usage by linking precincts via adding pedestrian crossings and bicycle lanes–pp15, 18, 20 & 25.
<p>Aspects Of The 'Sea Change' Phenomenon In The Surf Coast Region Of Victoria – Peter Dryden, Research Fellow Deakin University</p>	<ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • Population trends in the Surf Coast indicates substantial population growth of 34.4% over the period 1986 to 2001. Growth has been concentrated in the working age cohort of 25–59 which accounts for 60% of growth. This segment of the population has risen from 44% to nearly 50% of the total population over the period. • In terms of numbers, Melbourne accounted for 90% of the population growth in the Southern Catchment Zone over the decade. The SCZ is an area covering Victorian coastal and hinterland statistical areas of interest to Southern Rural Water. • Burnley & Murphy divide migrants into coastal areas into two major categories – free agents and forced relocators. Free agents include retirees, but the majority are of working age, drawn to service the needs of retirees and tourists. Sub categories include pre-retirees, alternative lifestyleers and internet business operators. Forced relocators are principally people reliant on income support including unemployed, single parents and the disabled. Out migration is related to housing costs, family support networks and portability of unemployment benefits. <p>Burnley and Murphy¹⁴ suggest the following reasons for growth in perimetropolitan regions (which are predominantly coastal):</p> <ul style="list-style-type: none"> • increasing numbers of people with adequate disposable income and work flexibility • role of telecommunications in reducing the need for work proximity • improved standards of rail and road commuting • decentralisation of jobs within metropolitan areas • increased early retirement and the resurgence in popularity of holiday homes and weekend tripping

¹⁴Burnley.I., and Murphy. P., (2003) Sea Change, UNSW Press

Document	Key themes/findings
	<ul style="list-style-type: none"> • Liveability factor strength areas <ul style="list-style-type: none"> • Major reasons for moving to population turnaround regions were in order of importance: environmental and amenity reasons, work related reasons, housing factors, better place to raise families and retirement
Colac Herald – On the street Vox Pop – What would you include in the COS's new marketing campaign?, June 15, 2011	<ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Location – close to Otway's, country towns, Great Ocean Road, coast, lake. • Use humour.
Colac Herald – Change of lifestyle attracts city buyers, May 23, 2011	<ul style="list-style-type: none"> • Liveability factor strength areas <ul style="list-style-type: none"> • Country lifestyle • Affordable housing • Proximity to Geelong – ring road & duel Highway • Potential investment property returns
Colac Otway Shire Industry Advisory Committee Skills & Labour Shortage Survey, Nov 2009	<ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • 84% of the 89 local businesses surveyed stated they had some difficulty in filling staff vacancies and this was across a broad range of jobs. The most acute job shortages were for cooks and chefs, mechanics, clerical staff, construction industry trades and retail assistants. There was a corresponding broad range of qualifications relating to the areas of shortage. The perceived shortages were similar to the results of past surveys conducted in 2002 and 2004.
Corangamite Shire – Be surprised promotional brochure	<ul style="list-style-type: none"> • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Subheading of brochure is live, work and invest. Tag line is 'be surprised. Includes 'make it happen in provincial Victoria' logo. Imagery focuses on natural assets.
Liveanomics Urban Livability and Economic Growth - The Economist Intelligent Unit 2011	<ul style="list-style-type: none"> • Identify the liveability factor strengths Factors important to making a city an attractive place in which to live and work? (in order of importance) <ul style="list-style-type: none"> • Jobs market and cost of living • Public transport, road links and parking • Safety and security • Culture, nightlife and sporting facilities/events • Access to decent childcare and education • Parks and access to green/open spaces • General environment and cleanliness • Layout of the city, quality of its buildings and housing

Document	Key themes/findings
	<ul style="list-style-type: none"> • Access to quality healthcare • Range of shops and stores
Colac Otway Shire New Residents Kit – January 2011	<ul style="list-style-type: none"> • Action plan to promote comparative advantage: <ul style="list-style-type: none"> • Listing of services and facilities
Retention And Attraction Of People To The Cariboo-Chilcotin Region. Nov 2006	<ul style="list-style-type: none"> • Target market: <ul style="list-style-type: none"> • Richard Florida¹⁵ (2000) found that “quality-of-place factors are as important as traditional economic factors such as jobs and career opportunity in attracting knowledge workers in high technology fields. Given that they have a wealth of job opportunities, knowledge workers have the ability to choose cities and regions that are attractive places to live as well as work.” • Liveability factor strengths <ul style="list-style-type: none"> • There is also evidence to suggest that jobs follow people to amenity-rich areas. An influx of certain population segments can cause an increase in the services that are required by that population. • The amenities that make up quality of life or quality of place have been variously described in the literature. Shafer and Zeigler (1991) define ‘amenity resources’ as ‘those aspects of the rural environment in which residents and visitors may find beauty, pleasure and experiences that are unique to the particular locale’. The attributes included in amenity are various and include such things as scenery, rural sentiment, historical ambiance, outdoor recreation opportunities, cultural events, ‘elbow room’, and quaintness • Action plan to promote comparative advantage <ul style="list-style-type: none"> • Towns in case studies used a variety of marketing vehicles, including magazine ads, public relations, websites, recognising that new residents were often first tourists.
Towards Open Cities - British Council Report 2008	<ul style="list-style-type: none"> • Liveability factor strengths <ul style="list-style-type: none"> • Social network • Work and income • Housing and local environment • Public facilities

¹⁵Florida, Richard, 2000. ‘Competing in the Age of Talent: Quality of Place and the New Economy’. Pittsburgh: R.K. Mellon Foundation, Heinz Endowments, and Sustainable Pittsburgh.

Document	Key themes/findings
<p>Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat</p>	<p>This survey investigated the decision-making process involved with moving to provincial Victoria. Three hundred and sixty nine people who had moved from Melbourne to provincial Victoria in the past 10 years responded to the survey.</p> <ul style="list-style-type: none"> • Liveability factor strengths <ul style="list-style-type: none"> • The three major reasons for relocating to Provincial Victoria were family reasons (48%), employment (44%) and lifestyle (27%). • Respondents who had relocated to inland areas were significantly more likely to do so for reasons relating to cost of housing (26%) than residents of coastal locations (13%) • Comparative advantage in these liveability factor strength areas <ul style="list-style-type: none"> • The major advantages of living in Provincial Victoria nominated by respondents were the natural environment (51%), the community in which they now lived (49%) and their current lifestyle (42%). • The three most important location factors the Melbourne residents were seeking when considering relocation were lifestyle, health facilities and natural beauty and features.

22. Appendix 6 – Provincial Victoria survey

Survey Response Category	Strategy Implications
<p>Drivers of relocation</p> <p>The three major reasons for relocating to Provincial Victoria were family reasons (48%), employment (44%) and lifestyle (27%).</p> <p>Respondents who had relocated to inland areas were significantly more likely to do so for reasons relating to cost of housing (26%) than residents of coastal locations (13%)</p>	<p>Develop a campaign focusing on relocating for Family reasons.</p> <p>Employment opportunities, lifestyle benefits and cost of housing information to form part of the key messages.</p>
<p>Satisfaction with current location</p> <p>76% of respondents agreed that they were happy with the decision to move to their current location</p> <p>The majority of respondents considered themselves to be very likely (53%) or likely (17%) to remain in the region over at least the next five years.</p> <p>67% would recommend their current location as a place to live to other people.</p>	<p>Positive information to rely to potential new residents and a potential source of testimonials or case studies.</p> <p>Devise strategies to facilitate positive word of mouth. The use of social media may be appropriate.</p>
<p>Liveability factor strengths & weaknesses</p> <p>The major advantages of living in Provincial Victoria nominated by respondents were the natural environment (51%), the community in which they now lived (49%) and their current lifestyle (42%).</p> <p>The major disadvantages put forward were poor services / facilities / infrastructure (33%) and distance from Melbourne (17%).</p> <p>Over a third of respondents (35%) had more disposable income in their new location and 27% had the same.</p> <p>Over two-fifths of respondents (61%) suggested that the cost of living was either much lower (20%) or lower (41%) in country Victoria compared to Melbourne.</p> <p>The majority of respondents (63%) felt more satisfied with their life as a whole, life at home and where they live now than they did prior to moving</p>	<p>To form part of the key messages.</p> <p>Develop information to mitigate target audience negative perceptions of these issues.</p> <p>To form part of the key messages.</p> <p>To form part of the key messages.</p> <p>To form part of the key messages.</p>

Survey Response Category	Strategy Implications
<p>Location benefits sought and evaluation</p> <p>The three most important location factors the Melbourne residents were seeking when considering relocation were:</p> <ul style="list-style-type: none"> • lifestyle • health facilities and • natural beauty and features. <p>The three most highly rated factors based on actual living in Provincial Victoria were:</p> <ul style="list-style-type: none"> • lifestyle • natural beauty and features and • proximity to a major regional city <p>The three poorest rated features were public transport, employment prospects and business opportunities.</p> <p>The major strengths of living in Provincial Victoria were in relation to: - Lifestyle - Natural beauty and features - Safety - Cost of housing - Cost of living - Health facilities</p>	<p>To form part of the key messages.</p> <p>To form part of the key messages.</p> <p>Develop information to mitigate target audience negative perceptions of these issues.</p> <p>To form part of the key messages.</p>
<p>Information sources</p> <p>Consulting with friends/relatives (28%), the internet (27%) and real estate agents (22%) were the most common sources used by respondents.</p> <p>Consulting with friends and family (35%) also had the greatest influence, followed by the internet (18%) and real estate agents (18%).</p> <p>When prompted, over a third (36%) of respondents indicated that they consulted a website prior to moving to provincial Victoria.</p> <p>The most common individuals or organisations consulted with during the decision to relocate were real estate agents (46%), followed by local Council (26%) and the new employer of respondents (24%).</p>	<p>Devise strategies to facilitate positive word of mouth by family members.</p> <p>A website will be a key component of the strategy.</p> <p>Partnering with local real estate agents will be important to migrating prospective residents from the information gathering stage of to the decision making stage of the relocation process.</p> <p>Ensure council staff support the campaign and Council is able to provide campaign materials either in hard copy or by having links to the website on the council website.</p> <p>Provide employers with campaign materials.</p>

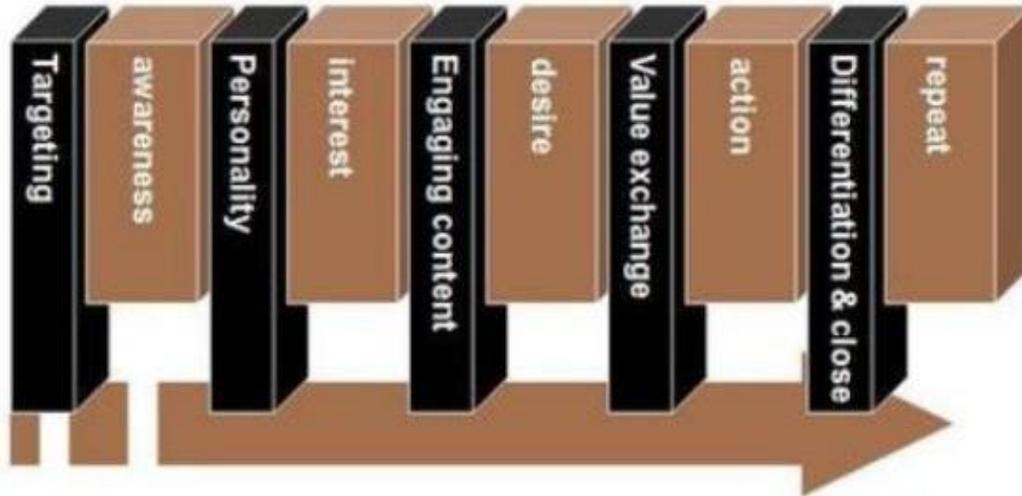
23. Appendix 7 - British Canada 7 towns initiatives

Town	Population growth	Major initiatives	Other
Campbell River	28,500	Website promotes the town as a superior place to do business and to live. They promote the 'soft cost savings' of relocation – healthier lifestyle, shorter commuting times leading to more productivity and more appreciative employees, affordable land and housing, the character of the community and the friendliness of the people.	Interested people can talk to community volunteers about living in the town. They also targeted mainly blue collar workers from resource-based towns reaching them through advertisements on their local TV Guide/public service channel.
Osoyoos	Population in 2001 was 4,295 – a 4.1% increase over 1996, and is estimated to grow between 1% and 5% annually through 2020.	Recognized that in order to draw their target market, they had to develop "product". Improvements include park development, airport expansion, interpretive centres, parks, trails, downtown revitalization, and a new community centre. However, the main focus has been on housing development, including high end condos. Attracting developers has been key.	Extensive marketing has included attracting "media fans" of magazine and newspaper writers and editors. The key has been to have "stories" that the publications are interested in. The articles resulting from these media fans are an extremely powerful attractant. In addition, Osoyoos runs full page newspaper ads in target cities and attends travel/leisure trade shows. All initiatives are partnership initiatives, whether public or private. Osoyoos also uses tax rates as an incentive. Property taxes are among the lowest in the valley, and commercial taxes are among the lowest in BC.
Vernon	Vernon's population, at 35,500 (2001 Census) increased by 4% between 1996 and 2001.	Recognizing that in-migrants most often visit an area before relocating, they market Vernon's quality of life and lifestyle at tourism trade shows in Alberta. Vernon's marketing to retirees is broad-based.	

Town	Population growth	Major initiatives	Other
Camrose	16,000 people and 900 businesses. There was an 8% increase in population between 1996 and 2001. It is estimated that the city will double in one generation.	Uses a variety of marketing vehicles, including magazine ads and a website.	The city is now a major land developer, able to offer good land at good prices for both businesses and residences.
Corner Brook	Current population is approximately 20,100.	Specific initiative geared toward attracting and retaining youth by positioning themselves as a regional educational centre.	There is a comprehensive and very attractive tax incentive program for businesses and industry that is supported in part by local government but also by a provincial economic diversification program.
Kenora	With a population of 16,500, Kenora saw a -3% decrease in population between 1996 and 2001. However, the Ontario Ministry of Finance projects that by 2028, the Kenora District will grow in population by 17.3%.	Kenora is the largest vacation destination between Niagara Falls and Banff, Alberta. Currently, the major economic development initiative is "Office at the Lake". The strategy is to attract many of the 4,000+ cottage owners to make the switch from seasonal visitors to full-time residents.	Kenora's initiative to attract businesses to the area is called "Open for Business".
Grants Pass	Averaged a growth rate of 3% per year for the last fifteen years.	Grants Pass have identified a more affluent and educated group from the working class as their target population group. The city has also been successful at leveraging some of their existing advantages, such as their location on Interstate 5 and their proximity to California. Grants Pass has marketed to Californians (one of the more expensive states to live in) as a community with a lower cost of living, and small town feel with all the	Increased emphasis on tourism has been employed for both the purpose of economic diversification and population attraction.

Town	Population growth	Major initiatives	Other
		amenities.	
Sweet Home	The 2005 population of was 8,500. This is an overall increase of 17% since 1992. Based on 2000 census data, the population living within a 20 mile radius of Sweet Home is 38,955.	Publications - largely concentrates on two areas: tourism and small town quality of life.	

24. Appendix 8 - AIDA Model



25. Appendix 9 – The Roy Morgan Value Segments for Colac Marketing Strategy

Roy Morgan Values Segments*TM		
Segment	Description	What's important to them?
<p>Conventional Family Life</p> <p>12% of the population</p> 	<ul style="list-style-type: none"> • Core of "middle Australia" • Suburban families , 2.5 children • Warm, friendly & caring • Play safe at work so don't risk losing job • Worry about the safety of the children, ferrying the kids to sport and making sure there are always cookies on the table when the kids bring their friends home. 	<ul style="list-style-type: none"> • Seeking greater financial security • Seek value for money • Struggling to improve their basic living standards and give their families better opportunities • Building a "home" to give their children the opportunities they deserve • Improve their home • Enjoying family life • Keeping in touch with parents and friends.
<p>Socially Aware</p> <p>14% of the population</p> 	<ul style="list-style-type: none"> • The highest socioeconomic group • Public servants, pressure groups, business analysts and politicians of all political colours. • "Insatiable information vacuum cleaners" are addicted to finding out or trying anything that's new or different • Thinkers rather than doers • Often try to persuade others to accept their opinions, priorities and lifestyle preferences. 	<ul style="list-style-type: none"> • Being community minded and socially active. • Seek new opportunities for training, education and knowledge. • Early adopters of new products and services, regardless of cost • Very supportive of the arts

Roy Morgan Values Segments*TM		
Segment	Description	What's important to them?
<p>Visible Achievement 17% of the population</p> 	<ul style="list-style-type: none"> • They have "made it" in their field • Are confident in their own abilities and position • Highly individualistic, they do not need to prove themselves • They feel in full control of their lives • Very practical and realistic, looking at the most efficient and effective way of doing things. They get things done 	<ul style="list-style-type: none"> • Traditional values about home, work and society • Family • Providing their families with a high quality environment • They work for financial reward and job stimulation • They take a direct interest in public affairs, the economic, political environment of their family and work situations.
<p>Something Better 6% of the population</p> 	<ul style="list-style-type: none"> • Competitive, individualist and ambitious people who are seeking more out of their life, NOW! • Sales person is popular occupation • Financially over-extended 	<ul style="list-style-type: none"> • Very concerned about image - wearing the right clothes, driving the right car, living in the right area • Concerned about what other people are doing or thinking

26. Appendix 10 – Website recommendations

A core component of the campaign will be a website. A website is a cost effective way to engage with potential residents, particularly as:

- Information is available 24/7. Those researching relocation options are likely to do so afterhours, particularly if they are currently tourists in the area. Additionally potential residents in other states or overseas will not be restricted by business hours and times zones. Studies have shown that over a third (36%) of respondents indicated that they consulted a website prior to moving to provincial Victoria¹⁶.
- Rich, current content can be provided. The website can be designed so users can drill down to detailed information on specific topics. Page content is also able to be updated quickly and cost effectively. We recommend a website with a user friendly content management system so information is regularly updated and requests can be responded to in a timely manner.
- It can provide instant gratification and customer service. By providing answers to frequently asked questions on the website, information requests can be processed automatically and immediately. If the online information does not address their enquiries then forms allow customers to immediately request further information.
- It will present a professional image and compete with other relocation options. A visually appealing website instills confidence and ensures Colac has a voice alongside other towns attempting to attract new residents. The overall appeal will be enhanced by pictures, brochures, videos, music and more.
- It will gather information to populate the database. The website can include polls, forms and surveys to gather information from the target market and potential new residents. Users can subscribe to an e-newsletter which can provide any news in the region, invitations to special events and general information.
- It can create long term relationships with website visitors. By providing a link to any social networking sites such as Facebook or Twitter that Colac Otway Shire may have, people can easily sign up and 'follow' what is happening within the region.

Colac Otway promotional material will contain the web address, providing opportunities for exposure to the brand and also encouraging people to access the website. By attracting website visitors this will, in turn, address a key objective of the website ranking well in search engine results.

In terms of content, the following two websites provide examples of the type of information required.

- <http://www.geelongaustralia.com.au/bestplacetolive/>

¹⁶ Relocated Residents Survey August 2009. ASCET Group and the Centre for Regional Innovation and Competitiveness (CRIC) at the University of Ballarat.

- <http://www.provincialvictoria.vic.gov.au/about.aspx>

The designs used in both examples websites are dated. The Marketing Colac website would be more contemporary in design to adequately portray the overall appeal of the region and create a more modern image of Colac.

The key objectives of the website are to:

- Rank well in search engine results
- Provide clear, concise information to the target market. In particular, the website must portray Colac as an attractive, friendly and prosperous place to live by:
 - Being professionally designed
 - Featuring positive images of the Colac region as well as vibrant and approachable residents
 - Display content that is current, resonates with the target market and articulates Colac's key attributes in terms of what it has to offer its residents
 - Convey the key messages
 - Encourage the target audience to contact the Colac Otway Shire by telephone or by submitting an enquiry form

The website should include the following structure:

- Home page
- About
- Living
- Incentive/offer to relocate
- Job Opportunities
- Events and Festivals & Calendar
- Community
- Enquiries Form
- Case Studies
- Photo Gallery
- Frequently Asked Questions (FAQ's)
- Contact Us

27. Appendix 11 - Outdoor signage recommendations

Directional signage provides navigational information, greatly assisting tourists, whom may become residents in the future.

It is anticipated that the final report of the CBD & Entrances Project will contain recommendations to update the town's signage. It is recommended that the new signage incorporate the visual identity of the Market Colac campaign. Executing the signage updates concurrently minimises expenditure.

Incorporating street pole banners (flags) displaying the visual identity of the Market Colac campaign into the streetscape of Colac's main street will also:

- Build brand awareness of the campaign among locals and tourists
- Reassure tourists and potential new residents visiting the town as a result of the promotional activity. The banners will be an additional visual confirmation that they have reached their destination
- Add to the street ambiance
- Change the appearance of the street. The banners can be removed and re-hung at intervals, to avoid over-exposure and to re-stimulate interest