

FESTIVAL & EVENTS STRATEGIC PLAN 2007 – 2011



Apollo Bay Music Festival 2002



2005 GO Marathon (photo courtesy Caribou Publications)

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Birregurra Weekend Festival

DEFINITIONS

For the purposes of the Colac Otway Shire Festival and Events Strategic Plan 2007-2011, the definition of an event is:

“Any planned activity where any structure (permanent or temporary), open area, roadway, (fenced or unfenced) will contain a number of persons greater than that normally surrounding the area prior to, during or after the event.”

Event Management: Planning Guide for Event Managers in Victoria, 2002.



Birregurra Weekend Festival

EXECUTIVE SUMMARY

The 2007 – 2011 Festivals & Events Strategic Plan recognises and aims to address issues and opportunities facing the events industry in the Colac Otway Shire over the next five years.

The municipality currently hosts a diverse range of events including “icon” events, major events, community events, commercial and fundraising events, conferences, meetings and civic based events which require Council event approval. Colac Otway Shire events are generously spread across the calendar year and incorporate tourism, sporting, recreational, corporate, civic and community related event themes.

For the purposes of the Colac Otway Shire Festival and Events Strategic Plan 2007-2011, the definition of an event includes any planned activity where any structure (permanent or temporary), open area, roadway, (fenced or unfenced) will contain a number of persons greater than that normally surrounding the area prior to, during or after the event.”

Market research techniques implemented in the development of this strategy ensured the process was open, responsive, inclusive, consistent and accountable.

The following range of strategies were utilised, including:

- Municipal research documents – Twelve Colac Otway Shire documents and 8 other Council strategic plans were reviewed to identify the historical and current planning status.
- 400 “users” and “providers” of Festivals & Events and Arts & Culture services were surveyed to ascertain their level of involvement, knowledge, perception and opinion on Events & Festivals within the Colac Otway Shire. A return rate of 91 surveys was received.
- Nine focus groups were conducted within the Shire, inviting groups to identify key needs for the next five years.
- Community forum sessions were held in Apollo Bay and Colac, enabling local residents to have input into the strategic plan.
- Public submissions were also invited, resulting in the submission of a detailed and well planned proposal for a new event for Apollo Bay.

As a result of the market research undertaken, eight strategies within developmental themes were identified. Council's strategic focus for events will therefore be based on the following:

- 1. Festival & Event Communication/Marketing:**
 - Raising community and visitor awareness of Colac Otway events.
- 2. Festival Research and Evaluation:**
 - Developing an understanding of the impact of events through data collection and evaluation.
- 3. Festival & Events Grants, Acquittals and Sponsorship:**
 - Ensuring potential access to event funding is provided with clarity and transparency.

- 4. Festival & Event Professional Development:**
 - Facilitating continual skills development and growth of event organizer/committees.

- 5. Festival & Event Partnerships:**
 - Increase opportunities (funding and in-kind) for event organizers by “growing” partnerships with identified organizations, individuals and agencies.

- 6. Festival & Event Development:**
 - Supporting the development of events that are sustainable, safe and relevant to the community in which they are held.

- 7. Festival & Event tools:**
 - Encouraging professionalism and consistency to self manage among event organizers/committees by providing a range of event tools and templates.

- 8. Festival & Event Infrastructure:**
 - Providing and supporting facilities/spaces/infrastructure to attract and assist new and existing events.

The above recommendations have been detailed and prioritized, based on information attained through rigorous market research. Action plans were then developed for each strategic recommendation enabling the transition from strategy development to implementation.

It is anticipated that these strategies will assist the Colac Otway Shire to achieve its potential for sustainable event development and growth over the next five years.

1. INTRODUCTION

Festivals and events provide a range of benefits to the local community and to its visitors. The festivals and events which occur in the Colac Otway Shire provide a strong sense of community, cultural identity and pride. Most festivals in the Shire are run by dedicated volunteer committee members who work to provide our communities with a range of creative, unique festive occasions. Each festival / event has its own distinctive qualities and appeal.

Events contribute significantly to areas of community building, lifestyle and leisure enhancement, cultural development, increased tourism promotions and visitation, volunteer participation, fundraising, infrastructure and economic development.

Events and festivals are particularly significant for the development of tourism. Local events (managed by Council in partnership with community groups) and externally organized events (managed by groups beyond the Shire boundaries) enhance the development of diverse tourism opportunities. They have the capacity to turn a long-term desire to visit a destination into actual visitation. Events are also recognised as a legitimate tool of social change. They bring people together – be it community member or visitor. Festivals and events can assist to define a sense of place, connect a community, enhance a municipality's civic pride and can create local jobs.

The event industry is undisputedly an exciting and rewarding profession to work in, but for those working to produce great events, life is becoming more complicated. Insurance, a range of legislation issues and the financial management of events grows increasingly challenging. Income generation has never been more difficult. The common sense approach that might have satisfied in the past now no longer constitutes best practice. To compound the challenge, festivals and events frequently require the development of products and services in spaces that are not purpose built or designed.

Event managers must therefore respond to a myriad of legal, environmental, cultural and financial demands regarding the level of planning and management required for success.

This strategic document aims to address issues and opportunities facing the events industry in the Colac Otway Shire over the next five years.

Colac Otway Shire – Council Plan

The Colac Otway Shire **Vision** is:

Colac Otway Shire is naturally progressive and strives to achieve the best possible social, economic and environmental outcomes to create a vibrant, livable community.

The Colac Otway Shire **Mission** is:

Colac Otway operates according to good governance principles and emphasizes the importance of service, people and business in:

- *Providing community development and support services*
- *Managing Council's infrastructure and the natural environment*
- *Facilitating strategic economic development*

The purpose of providing these services and activities is to enhance the quality of life of our residents and visitors, now and into the future.

The Colac Otway Shire **Values** are

Partnership

We will work in partnership with the community to achieve agreed goals.

Consultation

We will undertake genuine consultation on key issues as part of our decision-making processes to improve the quality, accountability and transparency of those decisions.

Service

We will promote a culture in which our services respond to community needs and aspirations.

Colac Otway Shire Organisation Structure

The Recreation Arts & Culture Unit is located within Council's Corporate and Community Services.

The Recreation Arts & Culture Unit current staffing comprises:

- Recreation, Arts & Culture Manager
- Recreation, Arts & Culture Co-ordinator
- Blue Water Fitness Centre Manager
- COPACC Manager
- COPACC Operations Officer
- COPACC Functions Officer
- COPACC Casual Staff
- Events Co-ordinator
- Project Officer/s
- Administrators

STRATEGY AIMS & OBJECTIVES

The purpose of the 2007-2011 Colac Otway Festivals & Events Strategic Plan is to:

- Develop a five year Events Strategy to provide a strategic framework to guide, manage and support events within the municipality.
- Identify community and event requirements for the entire municipality.

The aim of the Colac Otway Shire Festivals & Events Strategic Plan is to:

Provide strategic direction through a five year plan which clearly defines objectives, strategies and actions in response to identified Festival and Event needs and issues for the Colac Otway Shire for the period 2007-2011.

The objectives of the Colac Otway Shire 2007-2011 Festival & Events Strategic Plan are:

1. To develop an agreed definition of Events for the Colac Otway Shire which will be applied throughout the strategy development and implementation.
2. To undertake an inventory of current Festival and Events needs within the municipality through community and key stakeholder consultations, previous research analysis, benchmarking activity, surveys and focus group activity.
3. To analyse the identified needs in relation to Council resources, community and stakeholder capacity, local and state government trends and demographic projections.
4. Undertake a review of the Events Unit regarding its role and responsibilities relative to the Strategic Mission to determine resources and future opportunities.
5. Develop a strategic action plan for implementation by Council's Events Unit.
6. Develop a mechanism to undertake the annual review of the strategic recommendations and implementation.



Apollo Bay Music Festival 2001

BACKGROUND TO THE COLAC OTWAY FESTIVAL & EVENTS STRATEGY 2007-2011

The impetus for developing the Festival and Events Strategy 2007-2011 came from the identification over six years ago of the need to develop a strategy specifically for events. Although the importance of developing a strategic plan was recognised, the inability of officers to deliver due to resource and time constraints, as well as a reactive rather than proactive approach towards events has failed to see it materialise.

At approximately the same time, Council also recognised the need to develop a comprehensive Arts & Culture Strategy which would assist and promote the implementation of Arts & Cultural activities throughout the Shire.

The Arts & Culture strategy was one of several strategic documents being developed at the time by Council as a way of ensuring the realisation of the broader vision of Shire's Corporate Plan.

In June 1995, Council engaged Arts Consultant Noelle Curry to undertake the preparation of the first Arts and Culture Strategy. This document was designed as both a statement of philosophy and as a guide to enhance and further develop the Shire's cultural identity and opportunities.

Although primarily focusing on Arts & Culture, the strategy did touch on events and in lieu of a specific strategy for events, was used to guide early event actions. (Refer to "municipal research" in appendix 2 which provides an overview of each document, author and date, recommendations relating to Events and a statement on the current status relating to Events).

In May 1997, the identification of local recreation needs by Councillors led to the development of the Colac Otway Shire Recreation and Culture Unit with the appointment of a Recreation and Cultural Co-ordinator.

Consultants Michael King and Associates were engaged to undertake the Colac Otway Shire Recreation Needs Study and Strategic Plan.

The purpose of the plan was to address the recreation needs (including arts, culture and events) of the Colac Otway Shire community. A significant component of the study was to identify current and future needs of the Colac Otway Shire communities and to develop a strategy for short, medium and long term development.

The 1997 Colac Otway Shire Recreation Needs Study and Strategic Plan provided the framework for Arts and Culture/Events activities for the next eight years.

In 1999, the Recreation and Culture Unit further evolved with the split of the Recreation and Cultural Co-ordinator role into two positions: Recreation Co-ordinator and Arts & Culture Co-ordinator. It was at this time that the position of Arts & Culture further divided, and the new position of Events Officer was formed in March 1999, thereby creating the Colac Otway Shire Events Unit.

Although guided by the adopted 1997 Colac Otway Shire Recreation Strategic Plan, the key objective of the new Events position was to "establish and implement an integrated Events Strategy". The development of a Festival and Events Strategy has been part of the key performance indicators for the Events Officer for the last six years.

In 2002, Council received State Government funding under the “Rural Leadership and Community Events Program”. Funding was provided for a project to assist the development of community festivals in Colac Otway.

Specifically, the project was designed to:

- Assist community festivals in business planning, financial management, sponsorship and marketing.
- Provide a financial consultancy to the Apollo Bay Music Festival
- Assist the Apollo Bay Music Festival to develop a 5 year business plan.

John Paxinos & Associates Pty Ltd providers of specialist financial and management services to arts organizations and festivals undertook the project.

The Apollo Bay Music Festival component of the project comprised:

1. A preliminary meeting held between John Paxinos and the committee to discuss the project:
2. Four workshop sessions held over an 8 week time-line:
 - Twice for purposes of the financial planning
 - Twice for purposes of the business planning

The process was open to all committee members and the ex-committee members were also able to participate to bring their knowledge and expertise to the project.

Festival and event groups that participated in the project included Kana, Apollo Bay Music Festival, Birregurra Weekend Festival, Australian Six Day Race and Spirit of Christmas. The Apollo Bay Music Festival had an independent process from other committee festivals in recognition of the high professional standards of the Festival and subsequent different needs. The outcome of the project was the development of a 5 Year Plan (2003 – 2008) specifically for the Apollo Bay Music Festival.

In addition to the Paxinos Report, the Arts and Culture Co-ordinator and Events Officer have worked within the directions of the adopted Colac Otway Shire Recreation Strategic Plan until 2003.

In 2004 the Colac Otway Shire Council commenced a five year Economic Development and Tourism Strategy for the period 2004-2009. This strategy was undertaken by Regional Innovation ASCE Group Council (Warrnambool) & Urbanomics. The strategy aimed to identify a manageable number of goals/recommendations with action plans developed for the priority strategies. Festivals and Events have been identified. The Events Officer has effectively worked within the directions of the adopted “Economic Development & Tourism Plan”, which is current until 2009.

The newly developed Festivals and Events Strategic Plan 2007-2011 will combine elements of the above-mentioned documents, which have previously guided the events unit. However, the new strategic plan will focus specifically on Events and aims to assist the Colac Otway Shire develop its potential for sustainable event development and growth over the next five years.

PROJECT METHODOLOGY

The methodology used in the preparation of the strategy is detailed below.

This methodology was reviewed throughout the duration of the strategy to ensure its relevance to the project. The review process ensures that the methodology is purpose driven and that the method chosen is appropriate to the task.

Methodology:

STAGE 1	
Where are we now?	How was this achieved?
Identification of current community provision for festivals and events	A comprehensive review of existing festivals and events was undertaken to establish when events were held & locations with respect to their strengths and weaknesses.
Analysis of Colac Otway municipal profile	Review of municipal consulting and internal reports and strategies including but not limited to Colac Otway Shire strategies.
Examination and review of previous research (including Colac Otway and other municipalities).	
Identification of stakeholders involved in the delivery of festivals and events.	Identification of key stakeholders and partners
Review of historic and current Council event budget provision.	Budget review.
STAGE 2	
Where do we want to be?	How was this achieved?
Needs identification - Testing of theories from stage one of the methodology through community consultation and focus groups	<ul style="list-style-type: none"> Survey distribution – mail out of 400 to Arts & Culture/Festival & Events “end users” (attendees at events) of these services and providers. (Please refer to attached report “Arts & Culture/Festivals & Events stakeholders survey report” for full results Appendix 3).
Aim – to better characterise and describe current users (customers) of Shire Events, Festivals and Celebrations (EFC’s), their demographics, attendance, motivation, reasons for traveling to arts and culture events outside the Shire and their satisfaction and dissatisfaction with Shire activity in this area. An “event audit”.	

<p>Aim – focus groups to identify what focus groups consider as key needs in the future 5 years. A valuable means of giving and receiving feedback on a range of festival and event related issues.</p>	<ul style="list-style-type: none"> Community Consultation/Focus groups – 9 conducted. Community based focus groups to identify event issues and opportunities comprising youth, councillors and community/commercial sectors. <table border="1" data-bbox="799 573 1418 1104"> <tr> <td>Councillor Briefing Session</td> <td>10 May</td> </tr> <tr> <td>Forrest & District Community Group</td> <td>17 May</td> </tr> <tr> <td>FReeZA Committee</td> <td>22 May</td> </tr> <tr> <td>Cressy Community Action Group</td> <td>23 May</td> </tr> <tr> <td>Beech Forest Progress Association</td> <td>5 June</td> </tr> <tr> <td>Carlisle River Community Group</td> <td>14 June</td> </tr> <tr> <td>Birregurra Community Group</td> <td>4 July</td> </tr> <tr> <td>Kawarren/Gellibrand Progress Association</td> <td>17 July</td> </tr> <tr> <td>Forrest & District Community Group</td> <td>17 May</td> </tr> </table>	Councillor Briefing Session	10 May	Forrest & District Community Group	17 May	FReeZA Committee	22 May	Cressy Community Action Group	23 May	Beech Forest Progress Association	5 June	Carlisle River Community Group	14 June	Birregurra Community Group	4 July	Kawarren/Gellibrand Progress Association	17 July	Forrest & District Community Group	17 May
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<p>Aim – The community forum group participants were residents, with a particular interest, involvement or stake in festivals and events. The groups typically comprised professionals/residents with particular skills relevant to the issue.</p>	<p>Community Forum – 2 community forum sessions were conducted in Apollo Bay and Colac on</p> <p>Thursday 1 June, 2006 Colac Visitor Information Centre Colac Time: 7.00pm</p> <p>And</p> <p>Friday 2 June, 2006 Krambruk Room Apollo Bay Hotel Apollo Bay Time: 7.00pm</p>																		

	<p>Benchmarking: A Bench Marking exercise with other comparable municipalities “Super 11” that provides quantitative data (please refer to appendices for results) was undertaken. The “Super 11” consists of 11 large rural shires with comparable geographic composition, similar population size and operating under a similar budget. A response rate of 54.1 was recorded for benchmarking undertaken from May 2006 – July 2006.</p>
	<p>Media release/print media: advertisements in local print media to advise the community regarding the consultation process for the Festivals & Events Strategic Plan. Affected groups were actively encouraged to become involved in contributing to the strategic plan via print media, website information, township and community group involvement, personal briefings. Surveys and focus group forums</p>
STAGE 3	
How do we get there?	Assessment and Implementation
<p>Development of a draft strategic plan framework outlining a number of goals/recommendations within development categories. Action plans will be developed for priority strategies e.g.: high priority refers to the coming 12-18 months, medium priority refers to the following 2-3 years and low priority refers to 3 years plus. It is important to note that alterations to resource allocations and priority time frames may occur.</p> <p>During the duration of the development of the methodology, cross references have been made to the Events Unit Business Plan as well as the Council Corporate Plan. Throughout the development of the structure of the plan, the following generic questions were also considered:</p> <ul style="list-style-type: none"> - Why it is important to hold events? - What are the benefits of holding a festival or event? - What demands will hosting an event place on the Colac Otway Shire Council in addition to our everyday activities? - Which Council departments/community groups / key stakeholders will we need to work to achieve the objectives? 	<p>The draft Festivals & Events Strategic Plan will be presented to the Council and community for endorsement. Any further amendments will be incorporated prior to adoption of the final plan.</p>

STAGE 4	
Review	
<ul style="list-style-type: none"> • Implementation of the developed action plan which drives the Festivals & Events Strategy for 2007-2011. • Strategies contained in the action plan are activities that Council has the capacity to influence and deliver, rather than a “wish list” of initiatives. • Other issues and opportunities may arise during this 5 year time frame. • An adaptive and responsive approach will be required to meet these challenges. • Undertaking the review will be an ongoing process of project and program facilitation and development. 	

CONCLUSIONS DRAWN FROM DEMOGRAPHIC INFORMATION RESEARCH:

Based on the Colac Otway Demographic and Events Tourism Market profile information located in Appendix 1 the following assumptions can be made:

- Over the next 25 years, population growth within the Colac Otway Shire will be slight but steady with an ageing population. An increase of 833 persons is specifically projected over the coming 25 years.
- There will be fewer people in all age categories below 54 years by 2031 compared to the 2001 age profile. This may negatively impact on the number of individuals attending events given the highest number of age groups attending events (both international and domestic) originates from the 25-44 age groups for both domestic and international visitors.
- Over the next five years (although a slight decline in numbers is forecast) there is a significantly high number of individuals in the youth sector, with youth aged between 10 – 14 and 15 – 19. This suggests events targeted at youth are important for the future.
- Over the next five years, a sharp increase is forecast in the number of aged 55 – 59 and 60 – 64 is predicted.
- Based on data from the Australian Bureau of Statistics a high percentage of households generate a weekly income of between \$300 - \$399. This indicates that there is a significant portion of households within Colac Otway who could be categorized as having low socio-economic status.
(Factors taken into account should also include that a higher percentage of households did not state their income in response to this question)
- Households surveyed indicated that the majority owned motor vehicles.

Based on the above findings, it is reasonable to expect that events will be influenced in the following ways:

- Event organisers should be encouraged (where applicable) to incorporate event content targeted at an ageing population.
- An opportunity exists to create new events for specific sections of the community (aged 55 – 60 and 60 – 64 years).
- An opportunity exists to encourage and support volunteering, as there will be an increase in the number of individuals in the 55-60 and 60-64 age bracket.
- Events targeted at youth (aged between 10 – 14 and 15 – 17) should be encouraged, given that this age group represents a significant portion of the composition of the Colac Otway region.
- Public transportation (or lack there of) to events does not seem to pose a major problem, due to the high number of vehicles owned per household within the region. The heavy reliance on vehicular transportation (as opposed to public transport) therefore will necessitate the provision of adequate traffic management plans, for all events. However, given the current fluctuating cost of petrol this may ultimately have a detrimental effect if petrol prices continue to soar.
- Based on the finding of weekly household figures relating to income, it is advisable that (where possible) admission prices, ticketing and entrance fees for participating in events in the Colac Otway region be kept to a minimum in the interests of encouraging greater participation.



FReeZA – Apollo Bay Music Festival 2006

THE PURPOSE OF EVENTS

Events and festivals provide a range of benefits to the local community and to its visitors. Festivals and events which are held in the Colac Otway Shire provide many benefits, to a lesser or greater degree in a diversity of combinations to a range of people.

Research undertaken in 2001 by Kaz Paton, Arts & Culture Co-ordinator Colac Otway Shire, analyzing Festival & Events identified the following benefits of events:

Economic/tourism benefits

- Multiplier effect of tourism dollar (new dollars injected into the community)
- Attracting external funding for support
- Employment of local skills base increasing job opportunities (i.e. Musicians, artists)
- Opportunity to improve skills base through volunteer work
- Fundraising opportunities for local groups and organizations
- Capacity for promotion of region, leading to consideration of re-location of business
- Potential catalyst for relocation (visitors relocating to their tourism destination to acquire improved quality of life)

Cultural/Social benefits

- Celebration of 'unique' aspect of community
- Increased social cohesiveness
- Invokes a sense of community pride and ownership
- Cultural enrichment and broader social outlook – interaction with other people, ideas and cultures
- Recognition, hence enhancement and conservation of cultural heritage and natural environment
- Opportunity for community expression if produced well

If produced well, Events can be accessible activities that invite participation from all groups.

The successful management of events is complex, as events are now expected to meet a range of legal, fiscal, environmental and cultural requirements.

Those who attend events also bring with them a series of expectations in relation to the event in which they participate or attend.

The Colac Otway Shire Festival & Events Strategy seeks to set a clearly defined strategic direction in response to the identified festival & event needs and issues facing the municipality in the next five years.

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ROLE OF EVENTS IN THE COLAC OTWAY SHIRE

The Colac Otway Shire undertakes a variety of roles when involved in the delivery of events. These roles can include:

- Leader –** The Council co-ordinates, advocates, plans and provides an events focus for the municipality. It acts as a catalyst for partnerships and co-operative arrangements for events.
- Provider –** The Council provides financial support for the organizations it funds directly (e.g. Apollo Bay Music Festival, Birregurra Weekend Festival, Kana & Spirit of Christmas). Events may also be funded under the Colac Otway Shire Community Project Fund (events stream). Council may also be the provider of venues e.g. Memorial Square, COPACC, Central Reserve, office for Apollo Bay Music Festival, etc.
- Sponsor –** The Council may choose to invest in events organized by others (from either within or outside the Shire) eg. The GO Marathon event.
- Facilitator –** The Council provides assistance to make events happen by taking a co-ordinating, regulatory and advisory role through relationship management.
- Communicator & Promoter –** The council generates interest in events it or others hold by enhancing communication and promotion, using public relations and leveraging the profile of the Council.

EVENT SERVICE PROVISION

The Council Mission for the Events Unit is to work in partnership with the local and broader community to provide innovation and progress in the areas of activities, events and festivals.

The principal role of the Events Unit is to provide strategic advice and support to key community festivals and events. Its direct organizational role (or involvement as the main provider of an event) is limited to the annual Australia Day event and the delivery of events under the State Government FReeZA program. The Events Unit is also expected to facilitate opportunities to attract major external events and disseminate relevant information regarding current event practices. The Unit is responsible for the development and maintenance of the Colac Otway Shire's Calendar of Events and facilitation of funding applications for community event and festival organizations.

The Colac Otway Shire hosts a number of festivals and events in addition to regularly operated one off community based activities and sporting events. The iconic Apollo Bay Music Festival is the most significant event held within the municipality. Other notable festivals and events include:

- The Birregurra Weekend Festival (October)
- Kana (March)
- GO Marathon (May)
- 6 Day Race (November)
- The Spirit of Christmas (December)
- Colac Christmas Race Meeting (December)
- Colac Rodeo (January)
- Relay for Life (February).

The Colac Otway Shire has a range of events that are spread across the calendar year. Events include sporting, arts and cultural, youth, community, civic and one off celebrations. Four events have been identified by Council as key or signature community festivals/events and receive individual budget allocations on an annual basis with an evaluation process in place to review inclusion and funding levels. Each committee is required to submit a festival and event evaluation form with specific criteria to assist in the review and planning process (including budget). The form requires the submission of an audited statement of account by the committee.

The key events have been identified based on the numbers attending each event, committee composition, community support and the events/festivals ability to demonstrate existing or potential cultural/economic benefits. The key festivals/events that receive individual funding allocations are:

- Kana
- Apollo Bay Music Festival
- Spirit of Christmas
- Birregurra Weekend Festival

Council continues to provide support to minor, new and developing festivals and events under the Councils Community Project Support Fund (events stream).

A separate budget allocation(s) is also maintained as required on an annual basis to respond to significant externally co-ordinated events occurring in Colac Otway Shire e.g. the GO Marathon.

Council funding is therefore available on an annual basis to assist our community to develop festivals and events. The Colac Otway Shire Council policy of "Access for All" ensures that people of all abilities have access to festivals and events held throughout the municipality.

FReeZA PROGRAM

FReeZA is a state initiative funded by the Office for Youth (Department of Victorian Communities). The key purpose of FReeZA is to provide assistance in organising music and cultural events "by young people for young people". FReeZA has a strong youth participation network. The Office for Youth provides funding to organisations annually to deliver five FReeZA events during a calendar year. The key objectives of the FReeZA program is the engagement and participation of young people in cultural/music/event planning, delivery and evaluation. All events are drug, alcohol and smoke free and fully supervised.

The Colac Otway Shire has a long and successful association with the FReeZA program. In recent years, a highly successful partnership has been formed with the Apollo Bay Music Festival Committee to incorporate 3 FReeZA components as part of the iconic Festival's program. This successful union has resulted in the delivery of several highly creative, cultural workshops, music performances and artistic programs for youth.

The Colac Otway Shire is strongly committed to the FReeZA program. The Events Co-ordinator participates in weekly FReeZA Committee meetings through a mentoring role. The Colac Otway Shire Council co-ordinates the delivery of the remaining two FReeZA events which typically comprise a "Battle of the Bands" and one other local musical event. Adult members of the FReeZA Committee comprise representation from Colac Area Health (Youth Team) staff and members of the local Colac Police.

DSE "A NEW FUTURE FOR THE OTWAYS" INITIATIVE

The Victorian Government's "A New Future for the Otways" initiative has committed funds for 3 years (commencing 2004 – 05) to fund investment in public land nature-based tourism in the Otway Hinterland. The strategic investment priorities have been established by the "Missing Link Report" – Tourism Plan for the public land within the Otway Hinterland (2004).

The plan recognizes the value of local events in stimulating visitation to regional areas, increasing the regional profile and the benefits of other commercial activities that visitors do beyond the event itself. Under this program, successful events are consistent with the current Otways regional positioning, are unique to the region, appeal to the target market, generate activity outside peak periods and are run on a regular basis.

The "New Future for the Otways" initiative provides finance to support the Events Officer at the Colac Otway Shire to implement:

- Capacity building workshops
- Development of collateral support for events
- Establishment of a two year grant scheme to provide seed funding for events in the Otway Hinterland.

PROFESSIONAL NETWORKS AND MEMBERSHIPS

Council's Event Unit is an active member of the Local Government Events Network. This group includes representatives from both Metropolitan and Regional Event Co-ordinators / Managers from over 61 Council's across Victoria. There are significant benefits to be gained by participating in professional networking group opportunities, including; identification and discussion of "hot topic" issues affecting the Events Industry, benchmarking with other Council Officers and shared learning opportunities in relation to the management of Council approved events. Examples of information sharing include exchanging ideas on the development and significance of Community Advisory Impact Committees(C.I.A.C.) and the support of "waste wise events" by the local government Events Industry.

LOCAL GOVERNMENT EVENTS NETWORK (LGEN)

LGEN MISSION

To create a group that is able to support, influence and create consistency within the event management industry.

OBJECTIVES

Training / education

- Creating training opportunities for the network groups
- Work with training and educational institutions to guide / advise in course design

Permits / standards

- To create a consistency of permits used and standards adhered to for safe and successful management of events within all councils

Central force

- To be a central force for liaison with government, businesses and regulatory services.
- As a central force educating business and the greater community to the value of events

Information

- To share information in all areas relevant event management

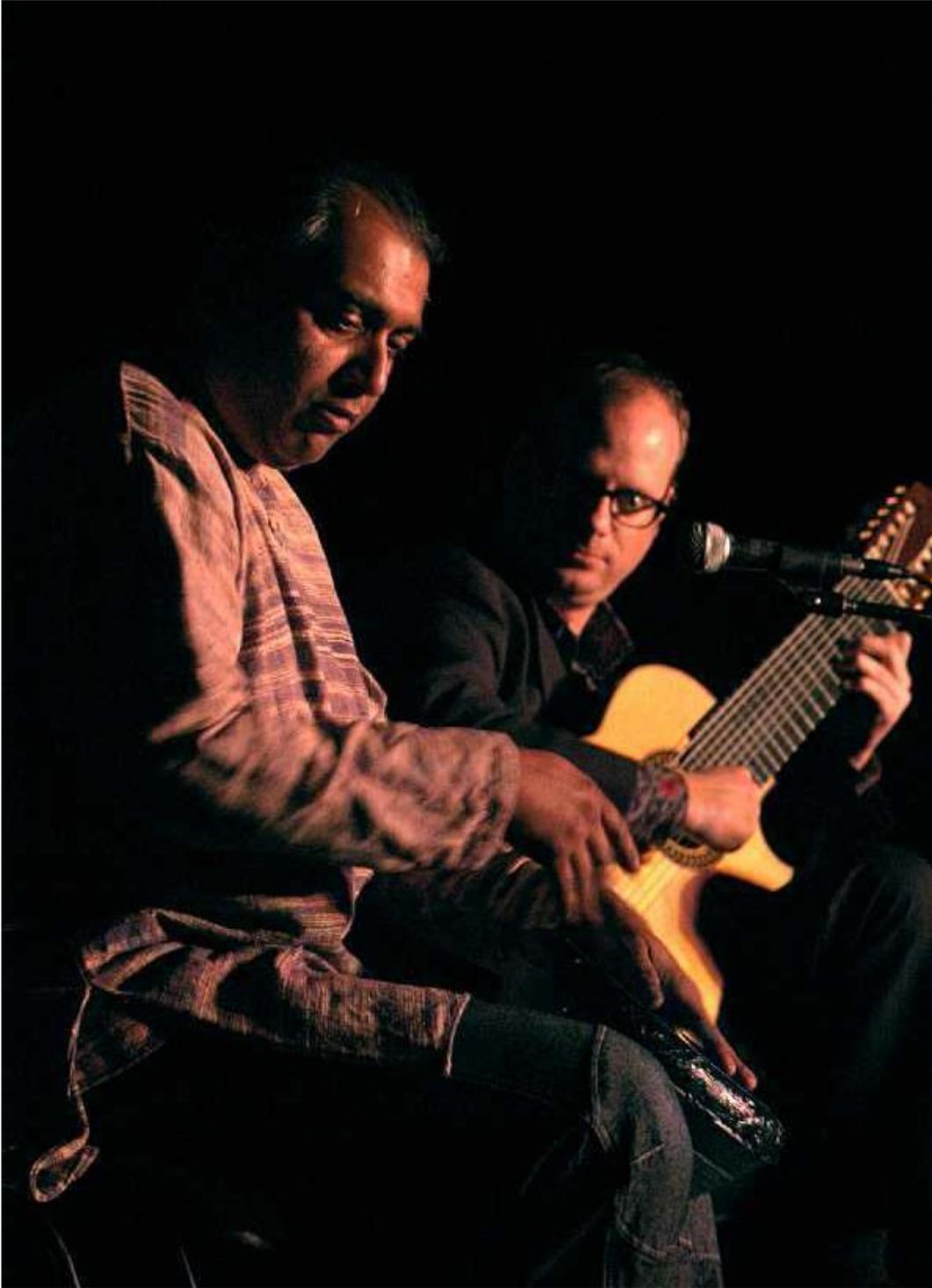
Terms of references

- To have an agenda of value
- To meet bimonthly
- To take agenda items at each meeting for the next meeting.
- Meetings to be held at the City of Melbourne

The Events Officer is also a member of the Festivals and Events Association of Australia.

The Festivals and Events Association is a not for profit organization offering the following member benefits:

- A truly national organization
- Affiliation with the international peak body – International Festivals & Events Association – automatic membership of IFEA when renewing FEA membership
- Registration discounts at the FEA National Event Summit
- Monthly FEA e-newsletter
- Discounted access to state-based FEA networking functions.



Entertainment COPACC

EVENT PROCESSES AND TOOLS

A. Event Internal Authorisation Referral System

In mid 2005, the Colac Otway Shire Event's Unit in consultation with Council's Risk Management Unit developed an Event Internal Referral System. The aim of this new internal referral mechanism was to improve existing internal processes to assess, notify, monitor and evaluate events. (*Refer to Appendix 4 for sample form.*)

The Internal Authorisation Referral system has successfully ensured that a cross organizational approach is now applied to events. All Council Departments involved in the approval process for events are required to review relevant event documentation provided in relation to an event. Each department is responsible for ensuring that event requirements relevant to their respective unit are met and Officers are aware of their involvement (if necessary) in the delivery of the event. This process is co-ordinated by the Events Officer and is ultimately signed off by Council's Risk Management Co-ordinator.

B. Event Acquittal/Evaluation

Council requires all events that it financially supports to provide an evaluation and assessment of event outcomes. Council funded Event Committees are expected to complete an Events Acquittal and Evaluation form. These documents provide an assessment of the impact of the event from an economic, socio-cultural and environmental perspective. *An example of the Event Evaluation and Acquittal Form is located in Appendix 5.*

C. Events Manual

As part of its funding requirements under the Department of Sustainability & Environment (DSE) "A New Future for the Otways" Initiative, the Events Unit was required to develop an Events Manual. The purpose of the document was to clearly inform event organizers of Council processes, timelines and requirements when delivering Events.

The manual provides a step-by-step guide to the application process and event policies. The event manual is readily available to all event organizers and can be downloaded from Council's web page. The Colac Otway Shire Event's Unit will regularly undertake a review and distribution of this guide to all Event organisers. A copy of the Colac Otway Shire/DSE Events Manual can be downloaded from the Colac Otway Shire's internet site at www.colacotway.vic.gov.au.

D. Event Application Form

An Event application form was developed in 2005 to complement the Events Manual and Event Internal Authorization Referral form. The Application Form is provided to all interested parties when applying for an event. It clearly identifies what permissions are required (i.e. permits, authorization) before an event can occur. *A sample copy of the Colac Otway Shire Event Application form is attached in Appendix 6.*

EVENTS IN THE COLAC SHIRE OTWAY (categorisation and levels of support)

The Colac Otway Shire (COS) has used the following classifications to define the types of events held and the level of support provided:

Event Classification	Description	COS Benefit	COS Role	Example
<p><u>Icon Events</u> (tourism/external marketing based)</p>	<ul style="list-style-type: none"> Major events that are readily identifiable with Colac Otway that receive national/international recognition and have impacts beyond the boundaries of Colac Otway. Also has significant benefit to region. Main focus is usually commercially orientated with the purpose of raising awareness of/and or selling a product Significant role in Calendar of Events. Can be less reliant on support from local government, as event may grow into its own business/become self supporting. Aim to reach a wider audience (external to the region), commonly have tickets and have an emphasis on marketing budget to reach beyond Shire boundaries. 	<ul style="list-style-type: none"> Significant social, tourism and economic benefits. Branding and media exposure externally 	<ul style="list-style-type: none"> Approvals, in-kind and/or financial support. Facilitation, tourism support Event Officer involvement 	<ul style="list-style-type: none"> Apollo Bay Music Festival GO Marathon
<p><u>Major Events</u> Can include sport/recreation/cultural Strong community base</p>	<ul style="list-style-type: none"> Events attracting major attendance from locals and visitors (500+) frequently conducted over multiple days and can receive external media attention. <p>Sport/Recreation:</p> <ul style="list-style-type: none"> Strong club or volunteer base. Sport – usually have strong local club support, and some appeal to broader sectors of local community. Community based and organized events. Aimed at local audience and relevant to local population. 	<ul style="list-style-type: none"> Social, tourism and economic benefits. May include media exposure and branding. 	<ul style="list-style-type: none"> Approvals, in kind, financial support, facilitation, training, tourism support Event Officer involvement 	<ul style="list-style-type: none"> 2005 Legislative Council Parliamentary sitting (one off) Multicultural Festival Colac Show Custom Car Show Truck & Ute Show Kana 6 Day Race Birregurra Festival Spirit of Christmas Colac Rodeo Christmas Races

Event Classification	Description	COS Benefit	COS Role	Example
	<p>Local community support:</p> <ul style="list-style-type: none"> • Attended by wide reach of resident population as event offers broad appeal. • Encourage local celebration, engage in a new experience, assist with community capacity building • Usually free (or low cost) offering access to all <p>Civic based</p> <ul style="list-style-type: none"> • Have a formalised function within community and are usually connected to programs occurring across the state i.e. Australia Day • Usually have Councillor and Senior Council representatives in attendance. • Contain a ceremonial aspect. 	As above.	As above.	<ul style="list-style-type: none"> • Relay for Life
<u>Community Events</u>	<ul style="list-style-type: none"> • Community based and aimed at organized events. • Local audience and relevant to local population. 	<ul style="list-style-type: none"> • Community capacity building. • Cultural/arts development. • Fundraising, participation, tourism/economic 	<ul style="list-style-type: none"> • Approvals, facilitation, training advice, in kind and/or financial, tourism support. • Possible Event Officer involvement 	<ul style="list-style-type: none"> • Markets • Otway Soup Fest • Awakenings
<u>Commercial & Fundraising</u>	<ul style="list-style-type: none"> • Privately run or not for profit events which may or may not provide economic and social benefits to the community 	<ul style="list-style-type: none"> • Possibly economic, tourism and community benefits 	<ul style="list-style-type: none"> • Approvals, advice. Maybe marketing/ tourism support • Possible Event Officer involvement 	<ul style="list-style-type: none"> • Circuses • Shows • Fundraising activities • Great VIC Bike Ride

Event Classification	Description	COS Benefit	COS Role	Example
<u>Conferences & Meetings</u>	<ul style="list-style-type: none"> Gatherings of people for conference, meetings or exhibition purposes 	<ul style="list-style-type: none"> Economic benefits (particularly for conference and meeting venues) 	<ul style="list-style-type: none"> Tourism support 	<ul style="list-style-type: none"> 2005 Mapping Conference (COPACC)
<u>Civic Events</u>	<ul style="list-style-type: none"> Council or other government events 	<ul style="list-style-type: none"> Community support/participation 	<ul style="list-style-type: none"> Civic support Event Officer involvement 	<ul style="list-style-type: none"> Australia Day celebrations Civic receptions e.g. Parliamentary Sitting
<u>Other Events</u>	<ul style="list-style-type: none"> Weddings, Hall bookings, reunions 	<ul style="list-style-type: none"> Community 	<ul style="list-style-type: none"> Bookings, permits (Local Laws) 	<ul style="list-style-type: none"> Weddings at Memorial Square

* The involvement of the Events Officer is primarily linked to the following event categories: icon events, major events, limited civic events (e.g. Australia Day celebrations in Colac & Apollo Bay) and limited community events (e.g. Birregurra Weekend markets, Colac Markets). The role of the Events Officers is to project manage and co-ordinate the approval process (including monitoring and evaluating in kind and financial support), facilitating events, providing training where required and offering best practice event advice.

The Events Officer will work closely with Council's Risk Management Co-ordinator to ensure event organizers have developed and completed required risk assessments and Risk Management Plans, presenting harm minimization strategies.

The above table has been used with permission from the Surf Coast Shire Events Unit and consultant – Tracey Hull (THA Consulting), who is responsible for developing the listed event categories.

MARKET RESEARCH - OVERVIEW

A range of research methods were utilised in the development of the 2007-2011 Festival & Events Strategy to ensure optimal information was encapsulated.

Methods of market research included:

1. Review of previous research (Council documentation)
2. Review of other Local Government Strategic Plans for Events
3. Stakeholder surveys
4. Two community forums
5. Community consultation - 9 focus groups
6. Public submissions

Methods included:

1. Review of previous research (Council documentation)

A thorough investigation was undertaken to identify, review and analyse all existing documentation in relation to events. This process revealed that three documents have been used to provide Council with direction for guiding Festival & Events – The 1997 Colac Otway Shire Recreation Needs Strategy (Michael King & Associates October 1997), 2004 Economic Development & Tourism Strategy (Regional Innovations) and the 1996 Arts & Culture Strategy.

The most influential document providing strategic direction for events was the 1997 Colac Recreation Needs Strategy. Recommendations in this document guided the development of Events until 2003, when the life span of the Strategy expired. Events had formed part of the Recreation & Culture Unit until 1999, when a dedicated Event Unit was effectively formed.

Recommendations included in the 1997 Recreation Needs Strategy for Events included the following:

- Council Recreation Services plan and attract major events to the region through reviewing current sporting events, identifying opportunities for expansion and improvements and seeking club/organisation support to lodge regional bids.
- Council support the co-ordination of tourism, cultural, sporting and arts bodies to take active roles in organising and presenting festivals and events.
- Council encourage organisers of events and festivals to take protective measures for the surrounding environs to minimize damage and residential effects.
- Council prioritise and review existing events and festivals to determine support for festivals considered to be providing high social, recreational and tourism benefits to the region.

A report to Council in May 2000 identifying six key Events eligible for annual funding was adopted. This report was a direct result of recommendations from the 1997 Recreational Needs Strategy. (*Refer to Appendix 2 “Events & Festival Analysis”, Kaz Paton 2000*)

In 2002, Council received State Government funding under the “Rural Leadership and Community Events Program”. Funding was provided for a project to assist the development of community festivals in Colac Otway.

The project was undertaken by John Paxinos & Associates. Funding enabled the development of a 5 year business plan and assist Community Festivals in business planning, financial management, sponsorship and marketing.

The Events Unit was provided with additional strategic direction through the 2004 Economic Development & Tourism Strategy. However, as the focus of this document was predominantly for economic development & tourism related, events and issues associated event management did not receive specific attention. Recommendations from both the Recreation Needs Study and the Economic Development & Tourism Strategy have formed the basis of subsequent Business Plans & Key Performance Indicators for the role of Events Officer.

The role of the 1996 Arts & Culture Strategy has previously been discussed (page 11 'Background to Colac Otway Shire Strategy). This document was designed as a statement of philosophy to guide cultural identities and opportunities within the Shire.

In conclusion, from an analysis of Council documentation it would appear that (since amalgamation 1994-1996) as events were not recognized as core Council business, no formal assistance was provided. Council support for events was provided in an uncoordinated and ad hoc manner. From 1997-2003 Council support for events was primarily strategically directed by the recommendations of the 1997 Recreation Needs Strategy. Additional direction was provided in 2004 by Economic & Tourism Strategy.

The planned approach provided in this document will provide Council with a strategic method to assess and adjust the organisations direction specifically in response to Festivals & Events for the next five years.

2. Review of other Local Government Event/Festival strategies

An inventory of other local government organizations that have completed strategic planning in regard to Festivals & Events was undertaken in early January 2006.

Initially, the investigation focused on the "Super 11" Councils, however, the research base was later expanded to incorporate a wider population to increase the likelihood of locating a higher number of strategic plans for Festivals & Events (refer Appendix 7).

Strategic Plans were reviewed and analyzed from the following organizations:

- Mildura Shire Council

- Shire of Campaspe – Arts & Culture Strategic Plan 2004 -2014. (Prepared by Irene Pagram Arts & Cultural Development Officer).

- Shire of Melton – Five Year Events Strategy 2003/04 - 2007/08. (Prepared by Maggie Maguire & Assoc. Mary Maddock)

- Corangamite Shire Council – Arts & Cultural Strategy 2000 – 2010. (Prepared by Ochre Consultants, March 2000).

- Surf Coast Shire – Events Strategy 2005-2008. (Prepared by Tracey Hull Consulting 2005).

- Mansfield Shire – Events Strategy & Policy, May 2004
- Mitchell Shire Council – Tourism Festival & Event Sponsorship Program May 2005.
- Moorabool Shire Council – Moorabool Events Checklist

The purpose of reviewing Event Strategic Plan documentation from other municipalities was to identify similar findings and learn from successful processes adopted by these Councils.

3. Findings from “Stakeholder Surveys” - including two populations of interest in survey – the “users” of Events and Festivals and “providers”.

The survey was to be sent to approximately 400 arts and culture, festivals and events stakeholders in the Colac Otway Shire. It covered the following issues:

- Demographics
- Active/passive artistic involvement
- Knowledge of events, celebrations and festivals in the Shire
- Condition of the facilities
- Perceptions and opinions of Shire arts and culture, festivals and events activity
- Role of the Shire in supporting or improving arts and culture, festivals and event
- Future challenges and solutions

The data for the closed ended questions was analysed using a statistical software package provided by the University of Ballarat. Descriptive statistics were used to analyse the data, with graphs, tables and textual explanations. Open ended questions were analysed qualitatively.

As both the Arts & Culture Unit and Events Unit were simultaneously compiling strategic plans, it was decided to combine survey questions for distribution to both Arts & Culture and Festival & Events “end users” within the municipality.

Combining survey questions into one document has resulted in “end users” and “providers” being surveyed only once. This approach was also applied to focus groups where Arts & Culture and Festival & Event users/providers were jointly invited to attend one community consultation session. Synchronising the research for both Strategic Plans has therefore reduced stress on community groups and avoided groups being “consulted out”.

Survey distribution – Surveys were distributed to Event Participants/Organisers registered on the Councils ‘Calendar of Events’.

Providers details from event organisers providers. (Thirty eight Event “providers” were surveyed.)

Ninety-one surveys were returned. There were 82 from arts and culture, festivals and event users, and nine from arts and culture, festivals and event providers.

The following is a summary of the findings from the survey report.

- Approximately 52% of respondents were aged between 40 and 60.
- Approximately 38% of the surveyed population was actively involved in 2D visual arts, and 64% were passively involved.
- Approximately 20% of the surveyed population was actively involved in 3D visual arts, and 60% were passively involved.
- Approximately 45% of the surveyed population was actively involved in performing arts, and 82% were passively involved.
- Less than half of the surveyed population (44%), believed that Arts and Culture, Festivals and Events get adequate support from the Shire.
- Approximately 70% of the surveyed population believed that Arts and Culture, Festivals and Events should be maintained and funded by the Shire.
- Approximately 58% of the surveyed population believed that Arts and Culture, Festivals and Events in the Shire require significant development.
- Approximately one third of the surveyed population believed that Arts and Culture, Festivals and Events gets sufficient community support.
- Approximately half (53%) of the surveyed population attends Arts and Culture, Festivals and Events outside the Shire every year.
- Approximately three quarters (75%) of the surveyed population attends Arts and Culture, Festivals and Events inside the Shire every year.
- Approximately 58% of the surveyed population encourages visitors from outside the Shire to attend Arts and Culture, Festivals and Events inside the Shire every year.

A copy of the survey developed by Ballarat University, which was used in this study, is attached in Appendix 3.

4. **Community forums** – one held in Colac and one in Apollo Bay.

Engaging the University of Ballarat ensured that the Community Forums were independently facilitated and analysed.

Two community forums were conducted in June 2006, enabling local residents to have input into both the Arts & Culture and Festivals & Events 2007-2011 Strategic Plans.

Forums were held:

Thursday 1 June, 2006
Colac Visitor Information Centre
Time: 7.00pm
Colac

Friday 2 June, 2006
Krambruk Room
Apollo Bay Hotel
Time: 7.00pm
Apollo Bay

The community forums were analysed qualitatively, using triangulation and theme searches.

The community forums were analysed qualitatively, using triangulations and theme searches. The information developed from the two Focus Groups was very different, and therefore has been presented separately.

It was found that the issues of concern to the Colac stakeholders were:

- The Kana Festival needs some new life, but, though the desirability of new attractions seemed to be well supported, the cost of bringing them to the event was said to be prohibitive. In the past the Kana Festival utilized a larger area, but space has been

reduced in size due to the necessity of power access. It was suggested the Shire consider supplying a generator.

- The Birregurra Festival is largely an outdoor event held in October, usually a month of high rainfall. Holding an outdoor music event at that time of year can be problematic. It was suggested the Festival organisers investigated the viability of a marquee.
- 'Incest' is a small event but it is significant in the disability community. It is well run however the organisers need to broaden promotion of the event to the community.
- It was felt that the Shire's website is not user friendly. This deters organisations from using this as a means of promoting events.
- For many people the only source of information about events, arts and culture is the local paper, which regularly fails to publish time, date and place.
- There is a problem with people booking events with conflicting dates due to a lack of communication from events organisers. This was seen as a community wide problem and one to which a solution was not suggested.

It was found that the issues of concern to the Apollo Bay stakeholders were:

- The Shire sometimes advertises in The Echo. However, The Echo's circulation does not include the whole Shire. The Apollo Bay News Sheet and The Otway Light were suggested as additional news sheets that the Shire should both subscribe to and advertise in. It was also suggested that the Shire Coordinators, in arts and events, should make contact with the editor of the arts section in the Apollo Bay News Sheet and the Colac Herald, to ensure that essential information about dates and venues be included in editorials.
- It was suggested that a representative from each group, event or organisation mentioned in this report communicate with the Shire, to pass on information regarding upcoming events. The difficulties inherent in this suggestion were acknowledged.
- It was widely agreed that power and lighting need to be improved, on the foreshore, for the Music Festival. There are not enough light poles in the Festival area and an underground electricity supply is needed for OH&S and aesthetic reasons.
- It was suggested that poles be erected on both sides of the main street to which banners would be placed in order to advertise Apollo Bay's events and activities to tourists.
- A well planned submission was made for a Marine Life Festival in which all levels of the Apollo Bay community could participate.
- The Youth Club requires renovation, although mostly aesthetic as the building is structurally sound. Work required includes: kitchen renovation, repair to the floor, internal painting and landscaping of the garden.

It was agreed by the participants at the Apollo Bay Focus Group that the Shire's priorities in the area of events should be (i) foreshore power and lighting, (ii) timely promotion of events in news sheets, and (iii) investigation of the viability of a Marine Life Festival.

Full details of the report are located in Appendix 8.

Responses to Statements

Shire Support

Survey statement: I believe Arts & Culture / Festivals & Events I patronise get adequate support from the Shire

It was found that:

Approximately 44% of the surveyed population responded positively to this statement.
Approximately 14% of the surveyed population responded negatively to this statement.
Approximately 42% of the surveyed population gave a neutral or N/A response, or gave no response at all.

Discussion

With only 14% of negative responses, it can be concluded that the overriding opinion of the population from which the respondents were selected is that the Shire is doing a satisfactory job in supporting Arts & Culture / Festivals & Events. However, it can not be concluded that this is the opinion of the wider Colac Otway community, because the respondents were chosen from one sub-component of that wider community.

5. Community Consultation: Focus Groups

In December 2005, discussions were held between Arts & Culture Co-Ordinator, Ms Irene Pagram and Events Officer, Ms Jodie Fincham to develop processes for undertaking Community Consultation as part of their respective Strategic Plans.

It was agreed that the Community consultation processes would be combined to minimize pressure on community groups to attend multiple meetings to gather similar data. Arts & Culture and Festival & Event Community Consultation meetings were therefore simultaneously developed, attended and conducted by both Business Units. The decision to combine the Community Consultation process has avoided the community being “over-consulted” and has resulted in uncovering a range of new opportunities where communities could benefit if the Units worked together to deliver these positive outcomes.

The procedure for the Community Consultation and Engagement process was followed to ensure two way, informed communication between Council and the community on the formulation of the Festivals & Events strategy prior to Council making a decision.

Stakeholders were identified as any individual or group who may be involved in, affected by, or expressing a strong interest in, the management of a particular Festivals & Events resource or area. It is noted that focus groups cannot measure how widely those various opinions are held in the community.

Prior to the consultation period, a consultation plan was developed. This plan included reference to the timeframe required for consultation, taking into account consultation conducted prior to formal endorsement by Council and the official public consultation period of four weeks for a Strategic Planning document. It also included reference to the methods that have been employed and took into account the amount of input from key stakeholders prior to Council endorsing the document for public comment.

In scoping the project for community consultation research was undertaken to identify the range of issues, policies or strategic plans, core issues, communities of interest and any responsibilities of Council in relation to each of the core issues that have been identified.

The framework for the consultation was set through the project methodology by defining the purpose, listing the specific aims, defining internal and external stakeholders, including an independent expert to ensure objectivity.

The Community Consultation Process involved the following Community Groups:

Youth Committees

Colac Otway Youth Council	9 May 2006
Colac Otway Freeza Committee -	22 May 2006

Community Groups

Forrest & District Community Group	17 May 2006
Cressy Community Action Group -	23 May 2006
Beech Forrest Progress Association	5 June 2006
Carlisle River Community Group	14 June 2006
Birregurra Community Group	4 July 2006
Kawarren/Gellibrand Progress Association	17 July 2006

Councillor input

Councillor Workshop	10 May 2006
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Festival & Event Mapping Process

Following the decision to combine the community consultation process, an Arts & Culture/Festival & Events "Mapping Project" was developed. The Mapping process involved user groups and individuals contributing detailed information based on a defined set of criteria to help "map" the range of Arts & Culture/ Festival & Events that currently exist in each area. This information provided a comprehensive inventory based on community knowledge of all services, people and facilities relative to their own locale.

For the purposes of the Festival & Events Strategic Plan, Community groups were requested to identify a list of criteria specific to their own township or area based on the following:

People/Groups: Such as clubs and societies, artists, craftspeople, teachers, arts workers, performers in events, event planners

Places Locales, venues or buildings such as galleries, theater, spaces for exhibition and displays, sites for festivals and events

Celebrations and Events:

Including annual celebrations or "one-off" events that are about culture and/or arts or that have a component that focus on these.

Gap Analysis

Having identified the current Arts/Culture and Festival & Event “map” by undertaking the inventory, the second part of the mapping process involved the implementation of “Needs identification.” A process of Community consultation resulting in a formal gap analysis was conducted at each public meeting across all wards from May –July 2006. This resulted in 9 community groups producing a list of what is currently lacking in each area. Each group was then asked to prioritize what they considered the most important needs for their community regarding Festivals & Events and Arts & Culture.

It should be noted that the key findings in this report relate only to Festivals & Events. Arts & Culture mapping inventory details, gap analysis and priority listings are presented as part of the Colac Otway Shire Council Arts and Culture Strategic Plan 2007—2011.

A full summary of all community consultation finding is attached in Appendix 9.

KEY FINDINGS FROM THE INVENTORY:

COMMUNITY GROUP OVERVIEW

The key finding from across the municipality indicate that in general, there is a diverse mix of quality Festivals and Events comprising sport, art/culture, music and community based events. It was evident that representatives were familiar with the regions “major” events (e.g. Kana, Apollo Bay Music Festival, 6 Day Race).

Community Events at Local Halls

A common theme presented from many groups was the popularity of locally organized community events. Feedback from most groups suggested that townships were active and accustomed to supporting local events such as school plays, Christmas celebrations, local football auctions, public dances and community suppers. These community events were typically well attended and held in the “hub” of each community – the Community Hall. This was the case with Forrest, Cressy, Beech Forest, Carlisle River and Birregurra.

Local Events – Defining a “Sense of Community”

A key finding from the inventory was the number of regularly held events with a unique and local flavor held throughout various communities. The Shire’s sense of community is therefore largely defined at the individual town level. These events can best be described as community capacity building, frequently featuring a cultural or artistic theme which is unique to the township or area. Most significantly, these events were relatively unknown outside the area where they were held. For example, the “Music Mayhem” event held at the Forrest Guesthouse and “Open Mic” and “Warm Winter Words” events were relatively unheard of at other townships. The lack of awareness of smaller, regularly held events across the municipality reinforces the need to adopt the strategic action presented in this document of increasing marketing and awareness of events. However, similarly, it is important for each community to recognize that a “whole of Shire” approach is required for the provision of higher order services.

Local Artists

Identification of a number of artistic individuals sprinkled across the Shire was another significant finding of the inventory. Community representatives from Forrest, Carlisle River, Birregurra and Beech Forest were confidently able to identify artistic locals who were actively involved in painting, singing, music, woodwork, ceramics and sculptures. Completing the Festival and Events/Arts & Culture inventory has been a valuable tool in further developing a database of performers, etc for future festivals.

Markets

Local markets are well catered for at Forrest, taking place on the fourth Sunday in November, January, February and March. Regular craft markets also occur in Apollo Bay (Saturday) and Colac (Sunday). *Please refer to Appendix 9 for full breakdown of responses from each community group.*

Unique needs specific to each Community

Another obvious finding from the inventory highlighted that each community has its own individual event needs. There was a strong demonstrated need to have a film night in Forrest which is unique to that area, similarly, the township of Cressy have identified a need for additional assistance with brainstorming event concepts. A range of unique and individual needs were presented by each of the townships involved in the consultation process. It is therefore imperative to examine each township on its own and address the individual needs on a case by case basis.

Event Communication

Cressy and Kawarren/Gellibrand stressed the importance of local newspapers/news sheets as vital communication tools. Many locals use these papers as their main information source for what is happening in the community. The inventory revealed a very strong need to communicate event information to these groups via the Otway Light and Cressy Pioneer. This information was also echoed at the focus group meeting at Apollo Bay, where locals requested Calendar of Event information is needed in the Apollo Bay Newsheet.

Development of New Events

Both youth committees (Youth Council & FReeZA) representing the needs of young people in Colac stressed the need for a Youth based Festival. A new event, featuring a headline act and youth orientated workshops was strongly identified by both youth committees. A new festival for Colac was also identified by the youth group. This suggestion was also raised in the focus group held at Colac, facilitated by Ballarat University.

YOUTH SECTOR

Youth living in the Colac Otway Shire were invited to participate in the Community Consultation process. This sector was represented by members of the Colac Otway Shire Youth Council and members of the Colac Otway FReeZA Committee.

Key inventory findings for these groups were consistent with all other community groups. For example, both FReeZA and Youth Council representatives showed strong awareness of major events occurring within the region e.g. Kana, 6 Day Race, Apollo Bay Music Festival, GO Marathon and the Colac Show. Once again, there was significantly less familiarity with other lesser known events held regularly across the Shire such as Warm Winter Words or Music Mayhem.

Interestingly, the response from youth was more comprehensive than that of other community groups. Both youth groups were able to identify a broader range of major events which occurred within the Shire, when compared to community group responses.

This can most likely be attributed to the composition of Youth Council and FReeZA Committees, which draws membership from all townships throughout the municipality rather than other community groups participating in the consultation process which specifically represented an area.

COUNCILLOR WORKSHOP

Seven Councillors attending a Colac Otway Shire Councillor workshop on May 10, 2006 actively participated in the community consultation process by providing input into the Festival and Events

Strategic Plan. Councillors were asked to complete a survey developed in partnership with the University of Ballarat, which specifically sought information on key issues and challenges for Festivals & Events and Arts & Culture for the next five years. (Information relating to Councillor's responses to Arts & Culture issues/challenges can be found in the Arts & Culture Strategic Plan 2007 – 2011.) The Councillors were the first group to trial the survey and minor modifications to question content and layout were made based on their feedback. These modifications helped to refine the survey and ensure its relevance when distributed to the wider community. Councillors were also asked to participate in the Gap Analysis as part of the mapping process to identify what is lacking within the shire in terms of Festivals & Events.

The Councillors identified ten key areas of challenges and issues facing festivals and events. These responses are described in full detail under Gap Analysis Response.

GAP ANALYSIS RESPONSE AND PRIORITY LISTINGS PER COMMUNITY GROUP

As previously outlined, groups were asked to identify and then prioritize community needs based on responses provided during the consultation process. The following information provides an overview of responses from each community participating in the consultation process. It should be noted that not all townships were consulted, but the intention was to gather regional information.

Forrest & District Community Group – Community Consultation: 17 May 2006

By far the clearest priority for the Forrest & District Community group was the community's need to show films for the community at the Hall. The group cited the lack of diversity of films shown at the Colac Cinema as the main reason for this idea as well as having to travel long distances if seeking choice in movies offered. There appears to be strong support for this proposal from the Committee and wider community and it was suggested film nights would be offered in winter at the Hall. Increased usage of the Hall by various community groups was another recognized gap i.e. the Hall is currently under utilized. Following these two priorities there was some interest in hosting an annual Heritage Day and event featuring a Billy Cart race (with entrants constructing their own carts).

Cressy Community and Activities Group Community Consultation: 23 May 2006

It was quite apparent that the new Cressy Committee & Activities Group is proud of their town and very eager to develop a local event to recognise its identity. The committee has the passion and enthusiasm to drive such an event, but have identified as one of their main priorities the need for a facilitator or event professional to encourage ideas and input to realize this goal. The group strongly supports the concept of a weekend festival involving the entire community.

The second equal highest priority for Cressy was to develop existing tree stumps in the area into pieces of art, by having them carved into various attractive tree sculptures. It was felt that this would benefit the town by creating a focal point and creating a reason to visit.

Discussion at this meeting focused heavily on the lack of information to Cressy residents regarding events. It was evident that not all Cressy residents purchase the Colac Herald where the majority of information about what is occurring in Colac and surrounds is featured. Committee members strongly recommended that the need to include future event information be included in the Cressy Pioneer (local newsheet) to advise locals of events and happenings. This request was echoed at the Apollo Bay focus group (identification of information in Apollo Bay Newsheet and Otway Light).

Beech Forest Progress Association Community Consultation: 5 June 2006

The top two priorities identified by the Beech Forest Progress Association included improvement to Hall assets and the purchase of a PA system for use at various local events.

Improvements to Hall assets would allow greater use of the Hall for further arts & culture, recreational, social and educational pursuits.

The Progress Association also felt quite strongly about capitalizing on the importance of the Beechy Rail Trail and suggested holding an annual family event to recognize its significance.

Similarly to Cressy, Beech Forest has identified the need to host a recognized annual event to “put them on the map”.

Carlisle River Community Group: 14 June 2006

Carlisle River community group residents recognise that the town does not experience high visitation from tourists, but believe that its picturesque setting deserves recognition. The group have identified that the town currently does not have a focal point, so there is no reason for visitors to be attracted.

The group have identified as a priority that there is an opportunity to feature public art in the township, thereby providing the township with its own unique identity. The community consultation session revealed that there are a number of talented artists living in Carlisle River who could possibly contribute to the public art concept, thereby developing a focal point enticing visitors to stop. The natural beauty and significance of the river was another priority identified by the group to be incorporated into the development of a focal point for the town.

Birregurra Community Group: 4 July 2006

The Birregurra Community Group were able to readily identify a number of people, group places, programs and events that occur in the town with many of those identified featuring a recreational slant. Of equal importance in the priority listing in the gap analysis was the identified community need for a skate park. This is obviously not something that can be delivered via the Festivals & Events strategy. However, the group also gave equal first priority ranking to the community need for improvements to the Hall. If adopted, this suggestion could encourage a greater utilisation of the Hall via requested stage lighting and lighting in general.

Third and fourth identified community needs were an increase in funding for the Birregurra Festival, (specifically for improved signage and infrastructure workshops for traffic management issues) the need for a PA system, small photocopier, projector and camera.

Gellibrand/Kawarren Progress Association: 17 July 2006

The Progress Association of Gellibrand/Kawarren was able to identify three key areas of community needs. An opportunity exists to expand upon the existing vegetable competition traditionally held the last weekend in March at Rex Norman Park. The Progress Association believes the event could grow with the addition of creative input, however they stressed the importance of keeping the event local.

Another community need identified through gap analysis was the opportunity to promote the Calendar of Events through the Otway Light (local paper). This information once again reflects what was raised at Cressy and Apollo Bay – the importance of keeping local community groups informed through local news sheets via calendar of events.

The third priority for this group was the need to develop strategies to recruit, develop and keep volunteers. Volunteers are required in Gellibrand and Kawarren to assist with the Progress Association and to provide assistance at future events.

Youth – FreeZA Committee: 22 May 2006

The main priority identified as a community need for youth is development of a festival or event specifically targeted at young people. FReeZA Committee members suggested that there is a lack of opportunity for young people to see Melbourne based bands. Therefore, a Youth Festival combining a Youth Forum (discussing topics of interest for young people), featuring films (other than mainstream) and performance by Melbourne based bands was the first priority for this group.

The second priority was to have more all age's gigs available for young people. Currently the FReeZA program delivers five youth events (3 in Apollo Bay and 2 in Colac or surrounds). The FReeZA Committee considered five youth events across the calendar year insufficient to meet the needs of young people in Colac Otway.

The third priority identified was the engagement of a Youth Officer. The Committee believes that a dedicated Youth Officer would benefit young people in Colac Otway by specifically investigating issues and challenges facing young residents of the Shire.

Youth – Youth Council

Despite meeting on different days and with different committee members, Youth Council identified extremely similar community needs to those presented by FReeZA members.

Youth Councillors recognise that there was a lack of musical performances offered to young people. It was therefore suggested as a priority to host a Music Festival for youth at the show grounds or other venue. Another creative suggestion was to hold a Youth Festival at Red Rock and name it "Rock at the Rock".

A second priority was the need for comedy acts for youth. Examples cited included "TRIPOD" and the "Scared Weird Little Guys". Presenting humor for youth is a positive way of combating issues of low self esteem and depression by looking at the lighter side of life.

The third highest priority was the need to develop a significant festival for Colac. No further details were provided on content suggestion but developing a festival for Colac is an issue that has been raised in other groups, namely the Colac focus group.

Email Submissions:

The majority of email submissions received focused specifically on Arts & Culture priorities. Further detailed analysis of these submissions can be found in the Colac Otway Shire Arts & Culture Strategic Plan 2007 – 2011.

One comprehensive proposal for the development of a new Marine Festival was submitted at the Apollo Bay community forum. This document has been included as an email submission under Appendix 10.

Councillor Workshop: 10 May 2006

Councillors were invited to participate in the survey prepared by Ballarat University in addition to undertaking the mapping process. Ten key challenges/issues were identified by Councillors in relation to events and in most cases a proposed solution was offered by the Councillors.

The identified challenges/issues include:

Event Challenges/Issues and Solutions identified by Councillors	
Challenge/Issue:	Proposed solution:
Volunteer burnout - Volunteers are increasingly becoming tired, resulting in difficulties in meeting committee obligations. In some smaller townships, volunteers frequently hold position on multiple committees, which increased the risk of burnout and the risk of losing members from multiple committees.	It was the Councillor's belief that the Shire should assist, but specific details of how assistance could be provided were not identified.
Festivals relying on enthusiasm of one or two individuals. This potentially will create problems for the event when /if these individuals move on.	No proposed solution was offered, however this has been identified under the recommended strategy titled "Festival & Event Professional Development" which aims to incorporate succession planning as a key action.
Events to be encouraged to become self funding.	A proposed solution was not identified, however this has been addressed and the recommended strategy titled "Festival & Events Acquittals, Grants and Sponsorship". It is proposed under this recommendation that a review of the current event funding process be conducted. It is expected that this will involve a comprehensive review of existing event funding policy and procedures, including grant eligibility associated funding allocations.
Funding Sources - That council should assist event organizers to obtain funding from other authorities and levels of government.	No proposed solution was offered, however this will be addressed under the recommended strategy "Festival & Event Partnership". It is proposed that stronger working partnerships will be formed between the Events Unit and agencies such as the Department of Innovation and Regional Development (DIRD) and Regional Development Victoria (RDV) to further enhance funding opportunities for Council and community events.
Event Development -That Council should guide and assist, continuing to build on to existing events.	A solution was not offered, however formal assistance and guidance will be offered to event organizers under the strategic recommendations "Festival & Event Development" and through the provision of event tools i.e. Event Manuals & Guides.
Address gaps in the Calendar of Events and increase variety of events.	Councillors have suggested involving the existing people currently working in events to work with new groups to develop/make contributions to new events. This suggestion is also supported via the strategic recommendation of "Festival & Events Professional Development" where networking workshops for all existing event organizers to share and exchange ideas is proposed.

Challenge/Issue:	Proposed solution:
<p>Encourage greater community responsibility and participation in Festivals & Events.</p>	<p>Councillors have identified the need to create opportunities for greater community involvement. This suggestion is supported by the strategic recommendation to review the current Festivals & Events Acquittals Grants and Sponsorship process. It is anticipated that a review of this process will broaden community accessibility to applying for event funding, therefore increasing the potential for greater involvement.</p>
<p>Provision of support via money and in-kind for events</p>	<p>Councillors have suggested the possibility of increasing budgetary and in-kind assistance to assist in the development of new events. This matter is addressed in the strategic recommendations under the proposed review of Festival & Events Acquittals, Grants and Sponsorship and under the key strategic action of Event Development.</p>
<p>Need more community led, community benefit events that support local “talent”.</p>	<p>No solution was offered for the above identified challenge, however community led events will be encouraged and the strategic recommendation “Festival & Event Development”. Current DSE events funded under “A New Future for the Otways” initiative embraces this concept i.e. the proposed “Otway Idol” event which is community driven and will bring benefits back to the community via increased tourism and exposure for Beech Forest.</p>
<p>Councillors have identified the challenge of motivating committees and participating volunteers to become/remain involved with events.</p>	<p>The proposed solution to the above challenge was to provide continuing recognition to unpaid volunteers. This is supported by the recommended strategic action of “Festival & Events Professional Development”, further training of volunteers and the potential to organize a “Reward and Award” event recognizing outstanding volunteers who participate in events. In general, the Councillors suggested that a flexible approach needs to be adopted to enable adjustments to be made to constantly improve how events are implemented.</p>

Councillor Gap Analysis Information

Councillors were invited to participate in a gap analysis and identified the following as areas where there are community needs for events.

- a. **Insufficient data/information gathering about overall event activities/celebrations.**
This has been identified and will be addressed as part of the recommended strategy “Festival & Events Research and Evaluation”. It is anticipated that the collection of events statistics will be of great assistance to assess the performance of the event, enabling it to be evaluated and improved if required. This will ultimately contribute to the sustainability of events.
 - b. **Recognition of Sudanese and others**
Cultures – proposal to develop new events based on this theme.
 - c. **Create a “Culture Expo” – celebrating Diversity Day**
Once again, this is an identified gap and is an opportunity to develop a new event themed around “Diversity Day”.
- 6. Public submissions** – Community input was invited for the development of the strategy through Council advertisements, Council website and announcements at focus group and community forums.

Public submissions were invited from the community via advertising, Council’s website, letter to ‘The Providers’ and ‘end users’ of festivals and events and at all focus group meetings.

One public submission was received specifically for Festivals & Events and has been incorporated into the development of the strategic plan. There were multiple submissions for the Arts & Culture Strategic Plan 2007 -2011.

The Festival submission is included in Appendix 10.

STRATEGY RECOMMENDATIONS:

In summary, based on Market Research undertaken for the Festivals & Events Strategic Plan 2007 – 2011, eight key themes emerged to form the basis of strategic recommendations. These eight themes will underpin the strategic framework for Events, enabling Council to address issues and opportunities facing the events industry within the Colac Otway Shire over the five years.

Council's strategic focus for events will therefore be based on the following themes:

1. Festival & Event Communicaton/Marketing:

- Raising community and visitor awareness of Colac Otway events.

2. Festival Research and Evaluation:

- Developing an understanding of the impact of events through data collection and evaluation.

3. Festival & Events Grants, Acquittals and Sponsorship:

- Ensuring potential access to event funding is provided with clarity and transparency.

4. Festival & Event Professional Development:

- Facilitating continual skills development and growth of event organizer/committees.

5. Festival & Event Partnerships:

- Increase opportunities (funding and in-kind) for event organizers by “growing” partnerships with identified organizations, individuals and agencies.

6. Festival & Event Development:

- Supporting the development of events that are sustainable, safe and relevant to the community in which they are held.

7. Festival & Event tools:

- Encouraging professionalism and consistency to self manage among event organizers/committees by providing a range of event tools and templates.

8. Festival & Event Infrastructure:

- Providing and supporting facilities/spaces/infrastructure to attract and assist new and existing events.

The following recommendations have been detailed and prioritized, based on information attained through rigorous Market Research.

The recommendation matrix includes:

- Recommendation number
- Recommended strategic actions
- Financial requirements – where a recommendation can be undertaken under the existing events budget, the term “existing line item” has been used. Where there are currently no financial resources available to complete the recommendations the term “no existing line item” is used. Where there is an opportunity to source external funds to undertake the recommendations, this has been specified.
- Officer resource requirement – indicates which Council Units will be involved in the implementation of the recommendation.
- Key Performance Indicator – indicates how the recommendations can be quantitatively measured.

- Priority/Timeframe – recognizing that this strategy is for the period 2007 – 2011, high priority refers to the coming 12 – 18 months, medium priority refers to the following 2 – 3 years and low priority refers to 3 years plus.

It should be noted that alterations to resource allocations priority and timeframes will alter where possible, specific timeframes have been included.

This is a dynamic document that will encourage achievements and new challenges to be reviewed on an annual basis in line with Council's planning process.

The following legend identifies which Council Department and Council Officers will work on the actions identified in the strategic plan recommended actions.

Legend	Officer Position
R&A C	Recreation & Arts Coordinator
ED&G O	Economic Development and Grants Officer
M RA&C	Manager, Recreation, Arts and culture
M CW	Manager, Capital Works
M ED	Manager, Economic Development
G M SP&E	General Manager, Sustainable Planning and Environment
T L P&G	Team Leader, Parks and Gardens
E C	Events Coordinator
M OS&D	Manager, Organisational Support and Development
C M	COPACC Manager
BWFC M	Blue Water Fitness Centre Manager
G M C&CS	General Manager, Corporate and Community Services
TD C	Tourism Development Coordinator
C C	Communications Coordinator
RA&C A	Recreation, Arts and Culture Administrator

STRATEGIC OBJECTIVE

1. Festival & Event Communication/Marketing

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements/	Priority/Time frame
1.	Development of Calendar of Events program- collation, management and distribution of Calendar of Event information relating to events held in the Colac Otway Shire.	Not required	Develop formal process to collate, manage and distribute Calendar of Events Information	EC R & C A	Priority Rating - High 2007/08 Development of processes to gather Calendar of Event information
2.	Develop communications campaign for promotion of Calendar of Event information	Event Advertising-existing line item	<p>Ensure Calendar of Events information is included in all local media, especially news sheets such as Otway Light, the Apollo Bay News sheet, the Cressy Pioneer, and the Birregurra Mail, Council website, schools, new resident kits, radio etc)</p> <p>Ensure diversity of Calendar information. Measurable by spread and type of events included in Calendar.</p> <p>Encourage Event provider support of Calendar of Events (Measurable by number of events submitted)</p> <p>Produce quarterly Calendar of Event publications (printed and web based)</p> <p>Provide regular updates on Council's website i.e. Newsletters, Community Project Fund (Events Stream), workshop details etc.</p>	EC CC EC EC R&CA EC R&C A EC R&C A	Production and distribution of Calendar of Events Information Develop communications campaign for promotion of Calendar of Event information 2008/11 Review process of gathering Calendar of Event information Production and distribution of Calendar of Events Develop communications campaign for promotion of Calendar of Event information

STRATEGIC OBJECTIVE

1. Festival & Event Communication/Marketing

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements/	Priority/Time frame
3.	Develop marketing and communications Plan for events Unit	Not required	Develop marketing and communications Plan for events Unit	EC CC	<p>Priority Rating Medium/High priority 2007/2008 Develop marketing and communications Plan for events Unit</p> <p>2008/09 Implementation of Communication plan</p> <p>2009/11 Review of Communications Plan Implementation of Communications Plan</p>
4.	<p>Strengthen and develop closer working relationships with Festival/Event providers –</p> <ul style="list-style-type: none"> • Participate in monthly meetings as required • Actively participate within the community i.e. Service Club guest speaker, schools 	Not required	<p>Attend a minimum of 2 Community meetings per Council supported event per year.</p> <p>Actively pursue opportunities to act as guest speaker at schools i.e. providing information on Freeza events. Act as guest speaker at a minimum of 2 Local schools throughout the year.</p>	EC CC	<p>Priority Rating Medium/low priority 2007/08 Attend a minimum of 2 Community Meetings at each of the four Council supported Events.</p> <p>Act as guest speaker at a minimum of 2 Local schools</p> <p>2008/11 Attend a minimum of 2 Community Meetings at each of the four Council supported Events. Act as guest speaker at a minimum of 2 Local schools</p>

STRATEGIC OBJECTIVE					
1. Festival & Event Communication/Marketing					
Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements/	Priority/Time frame
5.	Develop database of Event organisers to distribute regular communications and information relevant to Events	Not required	Development of a Council events database, listing local organizations, suppliers, talent. Production of an online quarterly newsletter for distribution to the relevant Event providers	EC R&C A EC R&C A	Priority Rating Medium/low priority 2007/11 Develop database of Event organizers Review database and update annually
6.	Communicate the Events Strategy to Event organizers, government agencies and other relevant stakeholders	Not required	Distribution of Festival and Event Strategy to identified stakeholders	EC	Priority Rating Medium/low priority 2007/08 Distribute 2007-2011 Colac Otway Strategic Plan to event organizers and other stakeholders

STRATEGIC OBJECTIVE

2. Festival & Event Research and Evaluation

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
7.	Work with Event organizers to implement new Encore data research program into events supported by Council	Encore Event data purchase 2006/07 financial year at a cost of \$300	Develop data and research programs to assist community needs	EC R&C A	Priority Rating Medium/High 2007/08 Research data Program to be introduced in 2007/08
8.	Link research and event evaluation data with funding guidelines and acquittal forms for "Key" events	No existing budget - Additional cost of engaging university students to assist with analysis of collected data.	Prepare survey/data research questions, co-ordinate data collection and training, collection and analysis of data, provide results to Council and Event organizers for future event improvement	EC R&C A	Further investigation into cost associated with engaging students to assist with data collection required
9.	Continue to update Colac Otway Shire Event Manual	Funded through DSE – A New Future for the Otways, until December 2007	Update Manual according to industry trends and changes in regulations	EC R&C A	Priority Rating : Medium/High 2007/08 Ongoing
10.	Monitor industry trends through Local Government Event Network (LGEN) and industry conferences.	Not required	Attend quarterly Local Government Event Network (LGEN) meetings	EC	Priority Rating : High Ongoing

STRATEGIC OBJECTIVE

3. Festival & Event Grants, Acquittals and Sponsorship

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
11.	Grants Review existing funding arrangements for “Key” Council supported events.	Not required	Conduct a review of the current Evaluation /Acquittals process between Council and event organisers (where financial support is provided)	M RA & C EC	Priority Rating : High 2007 Review existing Council acquittal procedure
12.	Review Evaluation and Acquittal process to ensure clarity and transparency and accountability of event organizers			MR A & C EC	2007/08 Develop system of assessment of Council contribution to events
13.	Monitor the investment made by Council for Council supported Events.		Ensure a report to Council is included as part of this process to determine future financial allocations for events.	EC	
14.	Investigate/review how current outcomes achieved from the investment are evaluated			EC	2007/08 Implementation of new system
15.	Link research and event evaluation data with funding guidelines and acquittal forms for “Key” events	Not required	Review criteria for funding eligibility including a documented system of fund allocation that ensures accountability and transparency of rate payer’s funds. Develop a system to accurately assess Council’s contribution towards the event and the outcomes achieved.	M RA & C EC	2009 Review existing Council acquittal procedure Develop system of assessment of Council contributions to events (if required)

STRATEGIC OBJECTIVE

3. Festival & Event Grants, Acquittals and Sponsorship

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
16.	Grants Annually review Council Community project Fund (Events stream) to ensure its relevant to the community and that outcomes are realistic	Not required	Conduct Annual review of Colac Otway Shire Council's Community project Fund (Events Stream)	EC M R & C	Priority Rating : Medium/High 2007/08 Complete review of Funding Scheme following receipt of all acquittals Ongoing
17.	Annually advertise Council's Community Project Fund drawing attention to the Events stream	Existing line item	Actively promote Council's Community Project Fund	EC CC	
18.	Continuously source information on funding for events		Involvement in evaluating application for funding	EC	
19.	Acquittals Introduce the requirement for Event organizers to provide data and statistics as part of the evaluation criteria for events supported by Council.	Not required	Review current Acquittal process and incorporate statistical/data gathering requirements for Event organizers.	EC	Priority Rating : High 2007 Implement during 2007
20.	Festival/Events Sponsorship Develop a Sponsorship policy specifically for Festivals and Events	Not required	Events Coordinator to work in consultation with PR Coordinator on policy development	EC CC	Priority Rating : Medium/High 2007/08 Policy to be developed in 2007/08

STRATEGIC OBJECTIVE					
4. Festival & Event Professional Development					
Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
21.	Develop training opportunities focusing on continuous improvement for Event organizers, to ensure events remain relevant to audiences.	No existing budget - Budget requirement estimate of \$4,000 in 07/08 for Workshop facilitator	Conduct an assessment of the training needs of event providers.	EC TDC	<p>Priority Rating :Medium</p> <p>2007 Conduct audit of training needs in 2007</p> <p>2007/08 Implement 2 Event Provider training sessions in 07/08, including a minimum of 60% of Event organizers</p> <p>2008/09 Review Event Provider/Organizer training needs</p> <p>Implement 2 Event Provider training sessions in 2007/08, including a minimum of 60% of Event organizers</p> <p>Assess current status for additional training needs</p> <p>2010-2011 Ongoing. Reviewed as required</p>
22.	Workshop content to incorporate Festival and Event issues including but not limited to legislative changes, risk and traffic management plans, marketing opportunities, Event Insurance issues, Succession Planning for Committees and other relevant identified topics			EC All other Officers involved in event approval process	

STRATEGIC OBJECTIVE

4. Festival & Event Professional Development

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
23.	Create volunteer opportunities by linking with other volunteer suppliers and stakeholders	Not required	<p>Develop relationships with other volunteer supplier groups.</p> <p>Encourage and promote opportunities for volunteer involvement on existing Community Event Committees</p> <p>Liaise with Event Committee members to create job descriptions for volunteers in events</p> <p>Develop an acknowledgment ceremony for existing volunteers participating in events</p>	M R & C EC R & AC	<p>Priority Rating :Medium 2007/08</p> <p>Event Coordinator to investigate possible partnership opportunities</p>
24.	Networking opportunities for local Event organizers	No existing budget – Anticipated cost associated with venue hire, catering and possible guest speaker to be investigated	<p>Co-ordination of an annual Networking opportunity for local Event organizers. Information and ideas exchange forum, to increase learning and shared experiences.</p> <p>Network forum to possibly be incorporated with “Acknowledgement Ceremony” for Event volunteers Annual Event Network concept would support and encourage those new to Event management and nurturing new event concepts</p>	EC	<p>Priority Rating Low 2007/08</p> <p>Event Coordinator to investigate possible partnership opportunities</p>

STRATEGIC OBJECTIVE

5. Festival & Event Partnerships

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
25.	Encourage the development of partnerships between Council, Event organizers, funding bodies and other institutions in the gathering and evaluation of event research	Not required	Encourage and provide assistance event organisers to investigate funding opportunities from community based sources including Australia Council, Arts Victoria, Parks Victoria, Vic Health, Sun Smart etc	M RA& C EC	Priority Rating :Medium 2007/08
26.	Events Unit to encourage partnerships with the corporate sector	Not required	Encourage event organisers to further investigate resources from tourism based agencies including Tourism Alliance, DIIRD etc Encourage event organisers to further investigate funding opportunities with Council's Economic Development and Grants Officer	EC ED & GO M ED	

STRATEGIC OBJECTIVE

6. Festival & Event Development

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
27.	Provision of co-ordination, facilitation services and in kind support to Festival and Event organisers	Not required	Provision of support and facilitation to identified community events (KANA, Apollo Bay Music Festival, Spirit of Christmas, Birregurra Weekend Festival, 6 Day Race.)	EC All Council Officers involved in Event Approval process.	Priority Rating - High 2007-2011 Ongoing
28.	Encourage partnerships between community events, the business community, funding agencies and other organisations	Not required	<p>Encourage partnership opportunities with agencies involved in Event Approval e.g. formalisation of Colac Otway Community Impact Advisory Committee (CIAC)</p> <p>Encourage liaison with external partners</p> <p>Liaison with other Council Departments – Local Laws, Health, Risk Management, Waste Management</p> <p>Liaison with the events industry regarding sponsorship opportunities</p>	EC	<p>Priority Rating - High 2007-2011 Ongoing</p> <p>Formalisation of CIAC (Community Impact Advisory Committee considered highest priority)</p>

STRATEGIC OBJECTIVE

6. Festival & Event Development

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
29.	Provide support for the development of new and existing events, including supporting the feasibility analysis and /or seed funding for new events-	Not required	Provide event facilitation to new events	M R & AC EC	Priority Rating - High 2007-2011 Ongoing
30.	Newly identified Events identified through research undertaken as part of this strategic document include: <ul style="list-style-type: none"> • Apollo Bay Marine life Festival • Youth Festival • An event targeting older adults • Food events featuring local produce 	Possible development of Business Cases for new events.	Ensure all event organisers received an Event Manual and an Application to hold an Event in the Colac Otway Shire	EC	
31.	Development of an Memorandum of Understanding (MOU) to define the role of the Events Unit and the capacity to deliver identified service provision	Not required	Provide Equipment Checklist to all new events, listing infrastructure available through Council	M R & AC EC	
			Development of an Memorandum of Understanding		

STRATEGIC OBJECTIVE

7. Festival & Event Tools

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
32.	Encourage event documentation	Not required	<p>Ensure professional documentation is undertaken to record major events</p> <p>Council's Communications Department to record events publicity for media and event promotion</p>	EC	Priority Rating – Low Ongoing
33.	Encourage Event Planning through the submission of Event Management, Risk Management and Traffic Management plans using Council templates and support documentation	Not required	Ensure all Event organizers are aware of using existing templates in the Event Manual and Event Plan when submitting plans for approval of an event.	EC Risk Management Co-ordinator	Priority Rating – Low Ongoing

STRATEGIC OBJECTIVE

8. Festival & Event Infrastructure

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
34.	Incorporate identified event infrastructure requirements in Council's capital works/infrastructure planning process.	Further research to be undertaken.	Undertake investigation of needs and costs associated with Capital Works/infrastructure required for Events e.g. investigate feasibility of purchasing a generator for use at KANA and other events	EC M CW	Priority Rating Medium 2007/08 Develop Business Cases where applicable
35.	Develop Business Cases where applicable	Event Infrastructure requirements identified through this strategic plan include: Improved lighting for Apollo Bay foreshore Additional power sources on Apollo Bay Foreshore Investigation into poles for erecting banners/signage along Great Ocean Road, Apollo Bay.		GM C & CS M R & AC EC	

STRATEGIC OBJECTIVE

8. Festival & Event Infrastructure

Rec No.	Recommended Strategic Action	Financial requirements	Key Performance Indicators	Officer Resource Requirements	Priority/Time frame
36.	Provide advice and information to organizations/groups seeking to obtain minor equipment and infrastructure relating to events.	Investigate available grant opportunities	Investigate feasibility of purchasing minor equipment infrastructure	EC ED & GO	<p>Priority Rating – High 2006/07 - Completed Council's successful application under the Minor community equipment Grant scheme has enabled the purchase of a Public Address system (P.A.) for intended use by Community Groups. This item was identified at Community Consultation meetings held in Birregurra and at Beech Forrest as a prioritized community need.</p> <p>New information to hand regarding potential sponsorship opportunities was also provided to the Birregurra Weekend Festival Committee with a view to securing a sponsored marquee.</p>

APPENDIX 1:

CULTURAL CONTEXT –COLAC OTWAY SHIRE COMPOSITION, HISTORY AND DEMOGRAPHY

The five year Festival and Events Strategic Plan aims to provide an overall framework that will improve efficiency and effectiveness in the management of events within the Colac Otway Region.

Information regarding current and projected demographic details are therefore essential to fully understand the community for which the strategy is developed.

The demographic details presented in this report reflect current data specifically available for the Colac Otway Region.

Population	21,511	Total Area	3,432.70 sq km
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Location	160 km south west of Melbourne in one of the most picturesque municipalities in Victoria, covering a diverse area from volcanic lakes, craters and plains in the north, through the hinterland forests of the Otway Ranges to the Great Ocean Road coastline.
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Climate	Colac Otway Shire is in a temperate zone which enables a diverse range of activities to cater for the spectacular varying seasons.
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History



Spectacular natural scenery abounds throughout the region with the mighty timbers and magnificent waterfalls of the Otways, the lush green hills that roll down to long stretches of sandy beaches of the Great Ocean Road, the volcanic lakes, craters and wetlands of the Hinterland. Here you will find something for everyone to enjoy.

The region has an early history, with the arrival of pastoralist Hugh Murray who settled on the banks of the Barongarook Creek in 1837. The main street of Colac was named in his honour. First settlers arrived in the Otways and coastal area about 1850. The attraction was timber and sawmills which operated from 1852, sending sleepers for the Bendigo railway by ship via Geelong, and the local fishing industry began in the early 1900's. The Great Ocean Road was opened in 1932 and was constructed manually, employing World War I veterans who worked under arduous conditions. It acts as a fitting tribute to the bravery of our Victorian soldiers in the "Great War".

Tourist Attractions

There are a number of delightful tearooms, galleries and restaurants scattered through the Otways, many offering lovely views and a range of local, produce, art and craft. Many restaurants feature local produce such as cheeses, ice-cream, seafood, beef, lamb and bread. There are plenty of active ways to experience the area, including cycling tours, joyflights, golf, surfing, horseriding, surf fishing or para-gliding.



Industry



The main industries within the region include primary production (dairy, beef, sheep, crops, horticulture and organic farming), tourism, timber, food processing, manufacturing and service, construction, retail and wholesale.

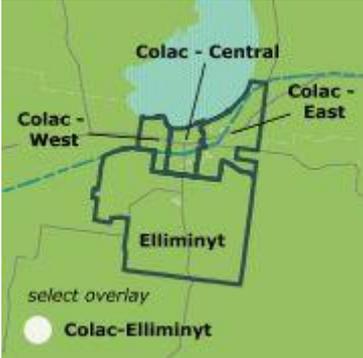
A large public sector is also evident. Industry is supported by comprehensive infrastructure including rail, road, air and sea transport.

Colac is the key industrial, commercial and service centre for the Shire and surrounding region with a population of 12,000.

Apollo Bay is the other major urban centre with a permanent population of 1,000 that swells to over 15,000 during the summer season.

COLAC OTWAY SHIRE

Colac-Otway Shire includes the townships and rural localities of Aire Valley, Alvie, Apollo Bay, Balintore, Barongarook, Barongarook West, Barramunga, Barwon Downs, Barunah Plains, Beac, Beech Forest, Birregurra (part), Bungador, Cape Otway, Carlisle River (part), Carpendeit (part), Chapple Vale, Colac, Colac East, Colac West, Coragulac, Cororooke, Corunnun, Cressy (part), Cundare, Cundare North (part), Dreeite, Dreeite South, Elliminyt, Eurack, Ferguson, Forrest, Gellibrand, Gellibrand Lower (part), Gerangamete, Glenaire, Hordern Vale, Irrewarra, Irrewillipe, Irrewillipe East, Jancourt East (part), Johanna, Kawarren, Kennett River, Larpent, Lavers Hill, Marengo, Mt Sabine, Murroon, Nalangil, Ombersley (part), Ondit, Pennyroyal (part), Petticoat Creek, Pirron Yallock (part), Separation Creek, Simpson (part), Skenes Creek, Skenes Creek North, Stonyford (part), Sugarloaf, Swan Marsh, Tanybryn, Warncoort, Warrion, Weeaprounah, Weering, Whoorel Winchelsea (part), Wingeel (part), Wongarra, Wool Wool, Wyelangta, Wye River, Yeo, Yeodene and Yuulong (part).



COLAC STATISTICS

How many people live here?

Key statistics (summary statistics)	2001			1996			Change 1996 to 2001
	number	%	Barwon Statistical Division %	number	%	Barwon Statistical Division %	
POPULATION							
Total population*	19,997	100.0	100.0	19,643	100.0	100.0	354
Males*	9,966	49.8	49.0	9,742	49.6	49.1	224
Females*	10,031	50.2	51.0	9,901	50.4	50.9	130
Infants 0 to 4 years	1,296	6.5	6.5	1,452	7.4	7.1	-156
Children 5 to 17 years	4,104	20.5	19.1	4,164	21.2	19.7	-60
Adults 18 to 64 years	11,477	57.4	59.9	11,037	56.3	59.5	440
Mature adults 65 to 84 years	2,756	13.8	12.8	2,707	13.8	12.5	49
Senior citizens 85 years and over	364	1.8	1.7	253	1.3	1.3	111

What is our total population going to be?

These detailed projections replace the projections published in 2000 by the Department of Infrastructure in the publication "Victoria in Future" 2000 issued by the Department of Sustainability and Environment dated 16th June 2003 and interim projections based on preliminary estimates from the 2001 Census.

Population Projections

	2001	2006	2011	2021	2031
Estimated Resident Population	21,005	21,511	21,750	22,065	22,374

How old are we?

Age structure age group (years)	2001			1996		
	number	%	Barwon Statistical Division %	number	%	Barwon Statistical Division %
0 to 4	1,296	6.5	6.5	1,452	7.4	7.1
5 to 11	2,185	10.9	10.2	2,243	11.4	10.5
12 to 17	1,919	9.6	8.9	1,921	9.8	9.2
18 to 24	1,406	7.0	8.7	1,439	7.3	9.7

25 to 34	2,333	11.7	13.1	2,472	12.6	13.7
35 to 49	4,336	21.7	22.1	4,308	22.0	22.3
50 to 59	2,465	12.3	11.8	1,973	10.1	9.7
60 to 69	1,728	8.6	8.1	1,716	8.8	8.2
70 to 84	1,965	9.8	9.0	1,836	9.4	8.3
85 and over	364	1.8	1.7	253	1.3	1.3
Total	19,997	100.0	100.0	19,614	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing, 1991, 1996 and 2001.

NOTE: Table totals may not equate with other similar tables due to [randomisation](#) of small numbers. Please refer to the [specific data notes](#) for more information.

How old are we going to be?

Age group (Males)	2001	2006	2011	2021	2031
0-4	687	639	585	554	533
5-9	856	792	752	653	629
10-14	769	794	744	661	597
15-19	560	590	604	517	451
20-24	612	586	585	538	486
25-29	632	664	621	632	553
30-34	712	683	697	658	618
35-39	784	741	699	671	693
40-44	777	789	734	704	675
45-49	786	739	687	610	600
50-54	713	804	797	696	673
55-59	596	775	839	770	747
60-64	501	595	772	830	740
65-69	413	469	575	822	776
70-74	437	349	419	707	785
75-79	334	366	304	481	717
80-84	188	248	288	313	553
85+	129	142	202	282	447
Total Males	10,486	10,765	10,904	11,099	11,274

Age group (Females)	2001	2006	2011	2021	2031
0-4	644	611	560	531	512
5-9	780	711	675	602	594
10-14	787	787	725	643	622
15-19	674	694	713	623	564
20-24	473	480	485	450	400
25-29	550	531	518	527	474
30-34	647	592	560	548	520
35-39	716	676	604	557	571
40-44	775	741	694	591	587
45-49	720	753	716	601	567
50-54	726	729	753	669	574
55-59	588	799	771	748	643
60-64	508	586	802	796	720
65-69	468	514	602	799	792
70-74	459	436	493	806	817
75-79	433	400	393	546	748
80-84	317	367	350	409	691
85+	254	338	433	520	706
Total Females	10,519	10,746	10,846	10,967	11,100

Age group (Persons)	2001	2006	2011	2021	2031
0-4	1,331	1,250	1,145	1,084	1,045
5-9	1,566	1,450	1,362	1,212	1,194
10-14	1,643	1,579	1,477	1,296	1,252
15-19	1,443	1,487	1,457	1,284	1,161
20-24	1,033	1,070	1,089	967	851
25-29	1,162	1,117	1,103	1,065	960
30-34	1,279	1,256	1,181	1,180	1,073
35-39	1,428	1,359	1,301	1,215	1,190
40-44	1,559	1,482	1,394	1,261	1,279
45-49	1,497	1,542	1,450	1,306	1,242
50-54	1,439	1,533	1,550	1,365	1,248
55-59	1,184	1,575	1,609	1,518	1,390
60-64	1,009	1,181	1,574	1,626	1,460
65-69	881	983	1,177	1,622	1,567
70-74	896	785	912	1,513	1,602
75-79	767	766	697	1,027	1,464
80-84	505	615	638	722	1,244

Age group (Persons)	2001	2006	2011	2021	2031
85+	383	480	635	802	1,153
Total Persons	21,005	21,511	21,750	22,065	22,374

How many households will there be?

Household Projections	2001	2006	2011	2021	2031
Occupied Private Dwellings	8,3	8,894	9,342	10,172	10,680

What are our occupations?

The Occupation data identifies the occupations in which the residents of an area work (this may be within the residing area or elsewhere). The occupational structure of the work force is an important indicator of the characteristics of the labour force. With other indicators, such as Educational Qualifications and Income, Occupation is a key component of evaluating the socio-economic status and skill base of an area. The occupations held by a workforce are linked to a range of factors including:

- the economic base and employment opportunities available in the area;
- the educational qualification levels of the population; and
- the working and social aspirations of the population.

Occupation (employed persons)	2001			1996		
	number	%	Barwon Statistical Division %	number	%	Barwon Statistical Division %
Managers and administrators	1,431	16.4	8.0	1,385	17.5	8.2
Professionals	1,144	13.1	16.8	981	12.4	15.8
Associate professionals	991	11.3	11.6	910	11.5	11.5
Tradespersons	1,084	12.4	14.6	956	12.0	14.9
Clerical, sales and service	1,920	22.0	28.4	1,692	21.3	27.3
Production and transport	742	8.5	9.2	676	8.5	10.4
Labourers	1,214	13.9	9.4	1,104	13.9	9.1
Inadequately described and not stated	214	2.4	2.0	233	2.9	2.8
Total	8,740	100.0	100.0	7,938	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing, 1991, 1996 and 2001. NOTE: Table totals may not equate with other similar tables due to randomisation of small numbers. Please refer to the [specific data notes](#) for more information.

The largest occupations in Colac Otway Shire in 2001 included clerical, sales and service workers, managers and administrators and labourers. This occupational structure implies a relatively diverse employment base, with a mix of both higher and lower skill occupations.

The major differences in the occupational composition in 2001 between Colac Otway Shire when compared to the Barwon Statistical Division included:

- a substantially higher share of managers and administrators (+8.4%);
- a considerably lower share of clerical, sales and service workers (-6.4%);
- a higher share of labourers (+4.5%).

There were significant changes in the numbers of persons employed by occupation between 1996 and 2001. The largest net changes were experienced in:

- clerical, sales and service workers (+228);
- professionals (+163);
- tradespersons (+128);
- labourers (+110).

What is our household income?

Household Income is one of the most important indicators of socio-economic status. With other data sources, such as Educational Qualifications and Occupation, it helps to evaluate the economic opportunities and socio-economic status of an area. The amount of income a household generates is linked to a number of factors:

- the number of workers in the household;
- the percentage of people unemployed or on other income support benefits; and
- the type of employment undertaken by the household members.

Note: It is important to remember that households vary in size, so that some areas have a greater number of dependents per income generated than others.

To enable a comparison of Household Income levels of an area over time, Household Income quartiles have been calculated and presented below (see explanatory notes below).

Weekly household income income groups (households)	2001		Barwon Statistical Division %
	number	%	
Nil income	51	0.7	0.5
\$1 to \$199	362	4.8	4.5
\$200 to \$299	755	10.0	9.0
\$300 to \$399	809	10.8	10.3

\$400 to \$499	725	9.6	8.4
\$500 to \$599	468	6.2	5.6
\$600 to \$699	598	8.0	6.7
\$700 to \$799	408	5.4	4.9
\$800 to \$999	723	9.6	9.5
\$1,000 to \$1,199	570	7.6	7.7
\$1,200 to \$1,499	523	7.0	8.2
\$1,500 to \$1,999	428	5.7	8.0
\$2,000 or more	239	3.2	5.2
Not stated	861	11.4	11.4
Total	7,520	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing, 1991, 1996 and 2001. NOTE: Table totals may not equate with other similar tables due to randomisation of small numbers. Please refer to the specific data notes for more information.

How many cars do we own?

The ability of the population to source services and employment is strongly influenced by access to transport. The number of motor vehicles per household quantifies access to private transport. There are three major reasons for a different share of motor vehicles per household:

- the age structure of the population and household type, which influences the size of the household and the number of adults present;
- access to public transport; and
- household income, which can influence the amount of money available to purchase motor vehicles.

Cars owned (vehicles per household)	2001			1996		
	number	%	Barwon Statistical Division %	number	%	Barwon Statistical Division %
No vehicles	628	8.1	8.2	698	9.4	9.6
1 vehicle	2,825	36.4	36.2	2,785	37.5	38.2
2 vehicles	2,680	34.5	36.1	2,617	35.3	35.4
3 vehicles or more	1,269	16.3	14.2	978	13.2	11.9
Not stated	365	4.7	5.2	346	4.7	4.9
Total	7,767	100.0	100.0	7,423	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing, 1991, 1996 and 2001.

POPULATION BY BIRTHPLACE

	Colac	North	South	Colac Otway Shire
Persons Born in Australia	8,904	6,044	2,837	17,785
Persons Born in Other Oceania	76	69	38	183
Total Persons Born in Europe & Former USSR	397	296	328	1021
Total Persons Born in Middle East & North Africa	6	3	14	23
Persons Born in Southeast Asia	17	11	18	46
Persons Born in Northeast Asia	16	0	13	29
Persons Born in Southern Asia	7	0	3	10
Northern America.	12	8	6	26
Total Persons Born in South America, Central America & Caribbean	6	6	0	12
Persons Born in Africa (Excluding North Africa)	10	9	6	25
Persons Born: Other (Inadequately Described etc.)	0	0	0	0
Persons Born: Not Stated	424	240	186	850
Overseas visitor	11	17	57	85
Persons Birthplace: Total	9,893	6,703	3,506	20,095

Source: ABS 2001 Census of Population & Housing

AGE & GENDER STRUCTURE

	Colac		North		South		Colac Otway Shire	
	Male	Female	Male	Female	Male	Female	Male	Female
0-4 Years of Age	331	324	243	197	98	103	672	624
5-9 Years of Age	374	373	284	275	115	116	773	764
10-14 Years of Age	386	349	329	305	125	110	840	764
15-19 Years of Age	363	336	273	226	103	86	739	648
20-24 Years of Age	297	251	152	124	85	73	534	448
25-29 Years of Age	314	270	174	163	101	91	589	524
30-34 Years of Age	286	336	210	190	94	104	590	630
35-39 Years of Age	305	332	246	230	125	132	676	694
40-44 Years of Age	305	320	293	289	159	149	757	758
45-49 Years of Age	288	301	276	265	171	150	735	716
50-54 Years of Age	268	300	273	253	130	126	671	679
55-59 Years of Age	228	250	222	198	114	103	564	551
60-64 Years of Age	223	249	159	121	93	92	475	462
65-69 Years of Age	168	229	115	120	78	81	361	430
70-74 Years of Age	213	260	110	93	69	61	392	414
75-79 Years of Age	177	265	71	85	47	44	295	394
80-84 Years of Age	113	214	41	33	22	47	176	294

85-89 Years of Age	66	127	12	20	19	21	97	168
90 Years of Age +	21	53	5	5	4	10	30	68
Overseas Visitors	11	7	4	13	24	33	39	53
Total	4,737	5,146	3,492	3,205	1,776	1,732	10,005	10,083

EVENTS TOURISM MARKET PROFILE (YEAR ENDING DECEMBER 2005)

A review of tourism data available for the Events Tourism Segment was undertaken to draw conclusions from a comparison with Colac demographics. Part of this process included consultation with peak State Tourism bodies (Tourism Victoria and Tourism Alliance) and discussions with industry expert (Tracey Hull) to identify existing Events research data.

The topic of event research, data and statistics was also raised at the July 2006 Local Government Events Network meeting, to determine current availability of research results for this strategy.

This process has identified that the latest tourism data for the events tourism segment primarily focuses on gathering data from the following categories:

- Domestic and international visitor numbers (statewide)
- Domestic visitor profiles such as origin, purpose of visit, travel party and accommodation used.

There is currently no definite co-relation between the above categories used by Tourism Victoria on a statewide basis and the information obtained providing a demographic profile of Colac. It is therefore difficult to draw specific conclusions when comparing the two studies. Where possible, general observations have been made on linkages between the research. The following information was taken from results of a study conducted by Tourism Victoria on the Events Tourism Market Profile (year ending December 2005) as an indication of general trends in the Events Tourism segment.

International Visitation

Approximately 679,000 international events visitors traveled to Australia for the year ending December 2005, accounting for 43.9 million nights. Of these visitors, 41% visited Victoria during this period.

Approximately 281,000 international events visitors traveled to Victoria in the year ending December 2005, accounting for almost 10 million nights. Events visitors represent 21% of all international visitors to the state.

The Colac Otway Shire currently hosts two events which attract international visitation. These events include the Great Ocean Road International Marathon (or GO Marathon) and the Australian 6 Day Race.

The 2006 GO Marathon attracted 1800 competitors with a significant portion of this number originating from twelve different countries.

The 6 Day Race (an ultra marathon over 6 days) has attracted international participants including famed Yiannis Kouros.

Tourism Victoria Events Tourism Market Profile research reveals that 54% of Victorian international events visitors attended an organized sporting event.

Domestic Overnight Visitation

Australia received 4.3 million domestic overnight events visitors for the year ending December 2005, accounting for 20.00 million domestic events visitor nights. The average length of stay was 4.6 nights.

During the same period Victoria received 1.2 million domestic overnight events visitors, accounting for 3.8 million visitor nights. The average length of stay for events visitors to Victoria was 3.1 nights.

Domestic Daytrip Visitation

There were 5.8 million daytrips undertaken by domestic events visitors in Australia in the year ending December 2005. The events segment had a 4% market share of all domestic daytrips in Australia.

In Victoria, there were 1.3 million daytrips undertaken by domestic events visitors, with the events segment accounting for 4% of all domestic daytrips in Victoria.



Age Group (% of International Events Visitors)

International events visitors to Victoria were most likely to be aged between 25-44 years (43%) or 15-24 years (33%).

Age Group	Victoria	Total Australia
15 - 24 years	33%	30%
25 - 44 years	43%	41%
45-64 years	19%	24%
65 years or over	5%	6%

Information taken from Tourism Victoria Events Tourism Market Profile (year ending December 2005)

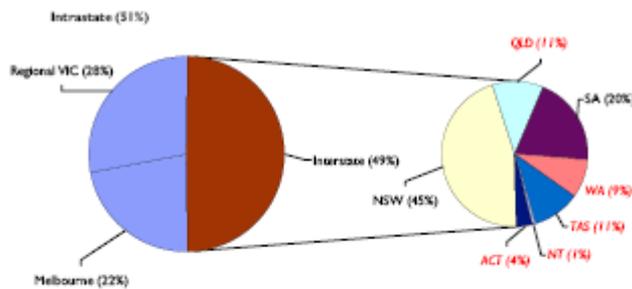
Events Activities (% of Visitors)

62% of Victorian international events visitors attended festivals, fairs or cultural events and 54% attended an organised sporting event.

Activity	Victoria	Australia
Attend festivals/ fairs or cultural events	62%	65%
Attend an organised sporting event	54%	48%

PROFILE OF DOMESTIC EVENTS VISITORS TO VICTORIA

Domestic Overnight Visitors to Victoria by Origin



The events tourism segment in Victoria is evenly split between domestic intrastate and interstate visitors. Interstate visitors, accounting for 49% of total domestic events visitors to Victoria, were primarily driven by the New South Wales market, comprising 45% of all events interstate visitors to the region, and the South Australian market which comprises 20%.

Age Group (% of Events Visitors)

Domestic overnight events visitors to Victoria were most likely to be aged between 25-44 years (36%) or 45-64 years old (36%).

Age Group	Victoria	Australia
15 - 24 years	19%	18%
25 - 44 years	36%	36%
45-64 years	36%	35%
65 years or over	9%	12%

Lifecycle (% of Events Visitors)

Domestic overnight events visitors to the state tended to be in the Parents (35%) and Single, no kids (24%) lifecycle segments.

Information taken from Tourism Victoria Events Tourism Market Profile (year ending December 2005)

Domestic Overnight Events Visitors - Seasonality

Events visitation to Victoria peaked during autumn, attracting the highest proportion of events visitors (29% of visitors). In comparison, visitation during winter was relatively low, attracting only 21% of visitors.

Month	Victoria	Australia
December	6%	5%
January	13%	10%
February	6%	6%
Summer	26%	21%
March	11%	11%
April	10%	8%
May	7%	9%
Autumn	29%	28%
June	8%	7%
July	7%	9%
August	6%	9%
Winter	21%	25%
September	6%	8%
October	8%	10%
November	10%	7%
Spring	25%	26%

Events Activities (% of Visitors)

74% of Victorian events visitors went to an organised sporting event while 28% went to a festival, fair or cultural event.

Event Type	Victoria	Australia
Festivals or fairs or cultural events	28%	35%
An organised sporting event	74%	67%

Information taken from Tourism Victoria Events Tourism Market Profile (year ending December 2005)

APPENDIX 2:

REVIEW OF PREVIOUS RESEARCH

Following the preparation of the 1996 “Colac Otway Shire Arts & Culture Strategy” the Events Unit has been guided and steered by the following:

The recommendations and status of documents are detailed as follows:

DOCUMENT	AUTHOR & DATE	Rec. No.	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE CONSIDERATIONS/ RESOURCE REQUIREMENTS
Colac Otway Shire Arts and Culture Strategy 1996	Noelle Curry, Arts Consultant 1996	1.	Objectives - Facilities and Spaces	<p>Raise the profile of Arts and Culture by utilising outdoor public spaces for arts events, festivals, exhibitions and performances.</p> <p>Existing resources</p> <ul style="list-style-type: none"> ▪ Apollo Bay Music Festival and Street parade ▪ Apollo Bay markets ▪ KANA ▪ Botanical gardens ▪ Lakes ▪ Red Rock ▪ Beaches ▪ Forests ▪ Memorial Square ▪ Sculpture park ▪ Main Streets ▪ Gellibrand markets ▪ Teddy bears picnic ▪ Winter Solstice festival 	<p>Forms basis of Key Objectives in Events Business Plan 2005 -2009 to:</p> <p>Provide strategic support to the key festivals as identified by the Festival and Event Strategy (KANA, Apollo Bay Music festival, Spirit of Christmas, Birregurra Weekend festival.)</p>	<p>Opportunity to further develop events in public spaces/areas, which are currently not utilised for events. eg, sculpture park, red rock.</p>

DOCUMENT	AUTHOR & DATE	Rec. No.	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE CONSIDERATIONS/ RESOURCE REQUIREMENTS
				<ul style="list-style-type: none"> Warm Winter words (Writer's festival) Projects recommended to be given priority in 1996/97 include: Development of a cultural events calendar Support to existing festivals and events	Development of a "Calendar of Events".	
		2	Objectives - Planning	<p>Promote and support the development of new and bold Major Cultural events throughout the Shire</p> <p>Develop new events by revitalising and redesigning existing events eg Combine Colac Cup Day and Kana to create a three-day Cultural Festival launched by the Colac Cup.</p> <p>Expand Apollo Bay Agricultural Show to include a major Food, Wine, Craft and fashion festival created from Agricultural, Arts and Agro forestry produce.</p> <p>Develop new Cultural events around the unique natural environment of Colac Otway eg Great Ocean Road festival, Forest festival etc</p> <p>Create new cultural events by displaying the diverse talent and assets within the shire.</p> <p>Support the development and enhancement of existing Cultural Events and activities</p> <p>Ensure adequate planning, preparation time and</p>	As above.	Opportunity exists to expand range of events eligible for identification as "key festivals."

DOCUMENT	AUTHOR & DATE	Rec. No.	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE CONSIDERATIONS/ RESOURCE REQUIREMENTS
				resources for the development of new events		
		3	Objectives	Promote and develop appropriate public places for regular busking, street theatre, performance music targeting specific areas such as parks, retail outlets eg Botanical gardens, main streets Shopping malls.	No formal unit or goal objectives but is steered by Council objectives and plan.	
		4	Objectives	Hold regular arts markets and fairs in Memorial Square and other key locations in various towns similar to Saturday morning markets held in Apollo Bay, which focus on the unique talents of that area	Identified in Colac Otway Economic Development and Tourism Strategy. <i>"Identify events and festivals that can be hosted in various events venues and facilities such as (but not limited to) Memorial Square, Central reserve, Lake Colac precinct."</i>	Need to implement recommendations outlined in Eco DE & Tourism Strategy
		5	Objectives	Promote the value of Arts and Culture to the wider Community Strive for excellence in all existing arts and cultural activities and events i.e. ABMF, Colac Players, City Band performances, Warm Winter words		
		6	Objectives	Develop professional quality Shire wide festivals that include local product and feature special guest performances/events specific to these festivals	Ongoing	Proposed Apollo Bay Seafood Festival

DOCUMENT	AUTHOR & DATE	Rec. No.	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE CONSIDERATIONS/ RESOURCE REQUIREMENTS
Colac Otway Shire Recreation Needs Strategy	Michael King and Associates October 1997	1	Events/ Festivals	Council Recreation Services plan and attract major events to the region through reviewing current sporting events identifying opportunity for expansion and improvements and seeking club/organisation support to lodge regional bids.	Dedicated Events Unit established in 1999	
		2		Council support co-ordination of tourism, cultural, sporting and arts bodies to take active roles in organising and presenting events and festivals.	Refer to Council's Events Manual drafted 2005, which formalises the process and provides a criteria for external event organisers.	
		3		Council encourage organisers of events and festivals to take protective measures for the surrounding environs to minimise damage and residential effects.	Events Strategy 2006 will compliment procedures to date. Events Internal Referral system was developed in 2005 and implemented. This relies on individual Units ensuring that this criterion is met.	
		4		Council prioritise and review existing events and festivals to determine support for festivals considered to be providing high social, recreational and tourism benefits to the region.	Identified in Colac Otway Economic Development and Tourism Strategy. That a review be undertaken of the existing "major" events in which Council makes a financial contribution	

Over recent years, the Colac Otway Shire has undertaken additional research and investigation, specifically relating to the provision of Festivals and Events. The following overview identifies documentation providing recommendations in relation to the delivery of festivals and events:

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Arts, Culture & Recreation 1999/2000 Annual Business Plan	Kaz Paton 1999	VISION	: That Colac Otway Shire sustain and develop a thriving and harmonious art & recreation culture which celebrates it's unique and diverse communities and enhances residents & visitors quality of life.	Ongoing	
		Business Scope	<ul style="list-style-type: none"> ▪ Source funding and resources for arts and recreation projects ▪ Facilitate development of community arts and recreation groups and related projects ▪ Develop partnerships with local, federal and state authorities, Comm of Management clubs and users ▪ Provide Council with reports, briefs and recommendations ▪ Keep arts & recreation communities informed ▪ Assist in maintenance/development arts and recreation facilities 		

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
		Recommendations	<ul style="list-style-type: none"> • Review economic and other benefits associated with festivals. <i>(Completed in 1999/2000 but no record of further review in later years Report prepared for SMT & Council)</i> • Facilitate development of festivals and events including Apollo Bay Music Festival; • The Harvest Festival, Food & Wine; Go Colac Go Country and Santa's workshop. <i>(completed 99/00, 00/01, 01/02 – ongoing)</i> • Facilitate development of Torch Relay community celebration. <i>Celebration held in July 2000.</i> • Develop arts component of annual calendar of events – monthly column in all papers - annual calendar compiled <p>20% of implementation of Arts/Culture recommendations looks like an events officer was required to complete Event related tasks.</p>	<p>2006 purchase Encore Event Evaluation software to assist in reviewing economic impact of events.</p> <p>Ongoing</p>	<p>Revisit possibility of monthly column in all local media</p>

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Events & Festivals Analysis	Kaz Paton 24 May 2000	Background	<p>Purpose of report to provide future direction to Council for future support of festivals and events within the Shire.</p> <p>Most community festivals and events seek council support through council's annual grant scheme – the Community Minor Project Support Fund.</p> <p>Externally organised events such as Sun Herald Bike Race approach Council for funding on event by event basis.</p> <p>A minor budget allocation established to allow council to respond when it is approached to host events that do not meet time constraints of budget preparation.</p> <p>Six Festivals identified a “key” or significant. Defined as “key” based on:</p> <ul style="list-style-type: none"> • Numbers attending • Composition of committee • Community support • Events ability to demonstrate existing or potential cultural/eco benefits. 	<p>To be reviewed as part of 2007 – 2011 Strategic Plan recommendations</p> <p>Ongoing</p>	Budget of \$30,000 established to support process

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
			<p>Six events include:</p> <ul style="list-style-type: none"> ▪ Apollo Bay Music Festival ▪ Otway Ridge Festival ▪ Spirit of Christmas ▪ Otway Harvest Festival ▪ Go Colac Go Country ▪ Kana <p>Events identified as a strength of the region by GOT Three Year Business Plan 1998-2001. "noted for hosting significant sporting/cultural events"</p>	<p>Otway Harvest and GO Colac no longer held.</p>	
		Options	<ol style="list-style-type: none"> 1. Maintain existing process calling for applications for Council funding support under Minor Comm. Project Support Fund 2. Develop a new fund and application process specifically for Events & Festivals. 3. Withdraw Council funding support and force groups to become self sufficient. 4. Limit funding support to those festivals which can demonstrate substantial economic benefits. 5. Provide individual Council budget allocations to key festivals and events on an annual basis with an evaluation process set in place to review inclusions and funding levels. <p><i>Decision:</i> To make individual budget allocations</p>	<p><i>Draft festival budget forms prepared with specific criteria to review and plan for budget process.</i></p>	<p>Conduct review/re-evaluation of process to ensure its relevance and effectiveness.</p>

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
			<p>to six community festivals in the 2000/01 budget – each to be reviewed on an annual basis.</p> <p>Council continues to provide support to minor new and developing festivals and events under Council’s Minor community Project Support Fund.</p> <p>Also recommended that separate budget allocation(s) also kept as required on an annual basis to respond to significant externally co-ordinated events.</p>	<p>Recommendation still operational, however there are only 4 events funded as 2 no longer exist.</p>	
		Budget	<p>Approximate budget of \$30,000 required to fund 6 events/festivals. Reduced Minor Community Project Support Fund from \$60,000 to \$30,000.</p>	<p>Budget of \$40,000 to fund 4 events</p>	<p>Review of financial allocation to community group undertaken as part of evaluation of this process.</p>

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
				Community Project Support Fund/Grant available for Events.	
Event & Festival Support Scheme for the period "Application Guidelines"	July 2000 – July 2001.	Information contained in pack	<ol style="list-style-type: none"> 1. Eligible organisations 2. How to apply 3. Aim & objectives 4. Sponsorship priorities 5. Public liability & insurance 6. Acquittal – Evaluations 7. Application Evaluation/Assessment 8. Funding available 9. Council services & infrastructure 10. Supplementary material 	Information contained in document used to assist community groups to apply for council funding for events.	
Business & Community Development Division Activity Report	2001	Leisure & Culture	<p>Festivals & Events</p> <ul style="list-style-type: none"> • Olympic Torch Relay came through Colac Otway a successful evening community celebration in Colac with up to 10,000 attending • 6 key festival received funding support from council on an annual basis subject to evaluation • Several major cycling events visited Colac Otway in 2000 	<p>"One Of" event completed.</p> <p>6 events reduced to 4</p>	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
			<ul style="list-style-type: none"> FReeZA – funding secured, several events held in 2000. New committee established in 2001. 	FReeZA ongoing	
Culture & Leisure Business & Community Development	2001 – 2002	Objective	To develop and maintain arts, cultural & recreation facilities, programs and projects which are accessible and enhance residents and visitors quality of life.	Ongoing	
		Highlights	6 FReeZA program events were undertaken across the Shire and funding was secured for 2002 – 03 program. <i>*Australia Day celebrations were conducted in Apollo Bay and Colac.</i>	Ongoing	
		Challenges & Priorities 2002/03	<ul style="list-style-type: none"> Completion of Events Proforma Facilitation of diversification of FReeZA Facilitation of community festival training & connections . 		
		Disappointments	<ul style="list-style-type: none"> Impact of insurance issues on community festivals & events 		

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Business & Community Development Business Plan	Zoe Nott 2001 – 04	Arts Recreation & Culture Events	<ul style="list-style-type: none"> • Review Event & Festival Strategy • Implement recommendations of strategy • Facilitate development of Apollo Bay Music Festival • Facilitate development of Otway Harvest Festival • Facilitate development of Kana • Facilitate development of Go Colac Go Country • Facilitate development of Spirit of Christmas • Facilitate development of Otway Ridge Festival • Co-ordinate Australia Day • Develop special events for COPACC • Co-ordinate Walker exchange visit • Facilitate FReeZA • Develop annual, quarterly and monthly calendar of events 	<p>Ongoing with exception of Otway Harvest which is no longer operating.</p> <p>GO Colac GO Country no longer held. Otway Ridge Festival no longer held.</p>	
3 Year Continuous Improvement	March 2003	Key Objectives	To provide strategic framework for the development of Festivals & Events in Colac Otway Shire in accordance with Best Value	Ongoing	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Plan - Events Business Plan		Key Actions	<ul style="list-style-type: none"> ▪ Develop, implement & review Festival & Event Strategy ▪ Review & maintain the Colac Otway Shire Festival & Event Management proforma ▪ Facilitate development of new and existing community events ▪ Provide strategic support to key festivals as identified in the Festival & Event strategy ▪ Facilitate development of Apollo Bay Music Festival, Kana, Spirit of Christmas & Birregurra Festival ▪ Facilitate regional annual workshop meeting of major festivals. 		
		Key Objectives	<ul style="list-style-type: none"> ▪ Co-ordinate special events & programs for Council 		
		Actions	<ul style="list-style-type: none"> ▪ Facilitate FReeZA program ▪ Co-ordinate Australia Day ▪ Provide assistance and support to other Council events as required ▪ Facilitate major external event – Great Victorian Bike Ride & Sun Tour 		
Community Festival Training & Connections			<p>Paxinos & Assoc to undertake assessment of last 5 year financials</p> <ul style="list-style-type: none"> · Review proposed 2003 budget · Swot analysis 	Identified as a possible exercise to be undertaken as part of 2007 – 2011	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Program Evaluation			<ul style="list-style-type: none"> • Provide a financial risk management strategy • Work with committee to develop a sound financial 5 year plan • Recommend future strategies for future direction of the festival which will underpin the business & financial plans <p>Birregurra Fest/Spirit of Christmas/Kana/Apollo Bay Music Fest & 6 Day Race all to participate in a meeting/workshop – general discussions about opportunities, challenges/concerns as a collective group</p>	Strategic Plan.	
Colac Otway Economic	2004	Strategy	Increase Colac appeal through development of events & festivals	Ongoing	
Development & Tourism Strategy		Actions	<p>Update the events calendar and determine periods of the year that would benefit from festival and events</p> <p>Identify Festival and events that can be hosted in various events reserves & facilities such as Memorial Square, Central Reserve, Lake Colac, Work with traders in Colac to assess opportunities for events such as:-</p>	Ongoing	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
			<ul style="list-style-type: none"> • Sunday markets • Worlds longest lunch • 3 hour sale • 6 Day Race 		
		Strategy	That a Shire festivals and events calendar be developed.		
		Action	<p>That all existing events & festivals be identified and listed within the events calendar.</p> <p>That an assessment be made regarding contribution of events and festivals to the tourism yield in the Shire</p> <p>That gaps be identified in the calendar for the purpose of assisting with the identification and design of new events and festivals.</p>		
		Strategy	That the establishment of a 'food festival' be explored.	Ongoing	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
		Actions	<p>That a groups of people with specific interest in food and wine meet to explore potential and progression of events.</p> <p>That the event be scoped and a detailed financial and logistical plan be developed.</p> <p>That subject to a positive feasibility study the event implementation be undertaken.</p>	Initial interest in Apollo Bay Seafood Festival to be further explored.	
		Strategy	That an event be developed for Colac to attract external visitation, preferably at Lake Colac.	Ongoing – Australia Day has potential.	
		Action	<p>Colac Otway Shire invite people through media to offer suggestions for an appropriate festival to be staged in Colac.</p> <p>That the suggestions be assessed regarding Event feasibility and logistics.</p>	Identified as part of strategic recommendation “Festival & Event Development”.	
		Strategy	A review to be undertaken of the existing “major” events in which council makes a financial contribution.	Identified as part of strategic recommendations “Festival & Events	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
				Evaluation & Research".	
		Action	<p>Council undertake a review of existing events in which it has a financial stake.</p> <p>The review to assess risk, risk reduction strategies, financial and operational management, potential efficiencies of operation.</p> <p>That Council receive formal reports regarding events in which it has a financial stake on a regular basis.</p>	As above	
		Strategy	<p>That assistance is offered in providing strategic directions to voluntary groups to initially plan and develop the event</p> <p>That financial and physical resources be made available when and where appropriate.</p> <p>That Hinterland Food & Wine events be developed.</p>	Identified as strategic recommendation "Festival & Event Professional Development".	
		Action	That the food and wine group investigate the development of at least one event, eg. Harvest Picnic style.	Proposed long slow lunch for March 2007	

DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Colac Otway Shire Business Plan (including Best Value) 'Events' NOW PART of "Business & Community Development Unit	2004-07	Key Outcomes	<ul style="list-style-type: none"> • Development/implementations of Festival and Events Strategy • Provision of strategic support to key community festivals and events • Co-ordination of special events and programs for Council including <u>FReeZA</u> programs and Australia Day • Co-ordination of Business Awards • Facilitation of opportunity to attract major external events • Dissemination of information regarding Current practices • Facilitation of funding applications for community event and festival organisations. • Development and maintenance of Colac Otway Shires calendar of events. 	Ongoing	
		Key Action	<ul style="list-style-type: none"> • Establish scope and framework & develop an Events Strategy 	Ongoing	
		Key Action	<ul style="list-style-type: none"> • Facilitate annual review of key community events including: Apollo Bay Music Festival, Kana, Spirit of Christmas & Birregurra Weekend Festival 	Ongoing	



DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
		Key Action	<ul style="list-style-type: none"> Facilitate FReeZA program 	Ongoing	No cost to Council. Funded by Office for Youth under the Department of Victorian Communities



DOCUMENT	AUTHOR & DATE	CATEGORY	RECOMMENDATIONS	CURRENT STATUS	FUTURE FINANCIAL/COSTING IMPLICATIONS
Council Plan 2005-2009			<p><i>Health, Recreation and Community Services work together to ensure that our community have communities to enhance their health, wellbeing and access to support services where needed.</i></p> <p>Specifically for the provision of support and delivery of Events and Festivals, the Arts and Culture Unit (of which Events is a part) <i>provides strategic support to the community that ensures residents and visitors have access to high quality recreation facilities and activities. This is achieved through the provision of the following services:</i></p> <ul style="list-style-type: none"> • <i>Project development and management</i> • <i>Facility and resource management</i> • <i>Development of an Arts and Culture Strategy and a Festivals and Events Strategy</i> 	Festivals & Events Strategy currently being developed.	Ongoing Officer and funding resource requirements.

APPENDIX 3

**Performance Marketing
University of Ballarat
Festivals & Events
Stakeholder Survey 2006**



COLAC OTWAY SHIRE
Arts & Culture / Festivals & Events
STAKEHOLDER SURVEY
2006

Conducted by

Performance Marketing

University of Ballarat

June 2006





Executive Summary

In April 2006, discussions were held between Dr Robin Tait and Ms Alana Wearne of the University of Ballarat, and Ms Jodie Fincham and Ms Irene Pagram of Colac Otway Shire, on the involvement of Performance Marketing in the creation and validation of the Colac Otway events plan and the arts and culture plan. Following this meeting a two part research project was developed. Part 1 was a survey. Part 2 was a series of two community forums; one to be held in Colac and one in Apollo Bay (this component is addressed in a separate report).

The survey was to be sent to approximately 400 arts and culture, festivals and events stakeholders in the Colac Otway Shire. It covered the following issues:

- Demographics
- Active/passive artistic involvement
- Knowledge of events, celebrations and festivals in the Shire
- Condition of the facilities
- Perceptions and opinions of Shire arts and culture, festivals and events activity
- Role of the Shire in supporting or improving arts and culture, festivals and event
- Future challenges and solutions

The data for the closed ended questions was analysed using the SPSS statistical software package. Descriptive statistics were used to analyse the data, with graphs, tables and textual explanations. Open ended questions were analysed qualitatively. The most significant findings to be identified in this research were:

- Approximately 52% of respondents were aged between 40 and 60.
- Approximately 38% of the surveyed population was actively involved in 2D visual arts, and 64% were passively involved.
- Approximately 20% of the surveyed population was actively involved in 3D visual arts, and 60% were passively involved.
- Approximately 45% of the surveyed population was actively involved in performing arts, and 82% were passively involved.
- Less than half of the surveyed population (44%), believed that Arts and Culture, Festivals and Events get adequate support from the Shire.



- Approximately 70% of the surveyed population believed that Arts and Culture, Festivals and Events should be maintained and funded by the Shire.
- Approximately 58% of the surveyed population believed that Arts and Culture, Festivals and Events in the Shire require significant development.
- Approximately one third of the surveyed population believed that Arts and Culture, Festivals and Events gets sufficient community support.
- Approximately half (53%) of the surveyed population attends Arts and Culture, Festivals and Events outside the Shire every year.
- Approximately three quarters (75%) of the surveyed population attends Arts and Culture, Festivals and Events inside the Shire every year.
- Approximately 58% of the surveyed population encourages visitors from outside the Shire to attend Arts and Culture, Festivals and Events inside the Shire every year.

Furthermore, if the surveyed population is a true reflection of the wider community of people involved in Arts and Culture, Festivals and Events, then this community is made up more of females than of males.

NB: all percentages are rounded to the nearest whole figure.



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1. Introduction

The following market research report was prepared for the Colac Otway Shire by Performance Marketing at the University of Ballarat. The report covers a number of arts and culture, festivals and events concerns, such as active/passive artistic involvement, knowledge of events, celebrations and festivals in the Shire, condition of the facilities, perceptions and opinions of Shire arts and culture, festivals and events activity, and future challenges and solutions.

2. Research Methodology

2.1 Survey Development

In April 2006, discussions were held between Dr Robin Tait and Ms Alana Wearne of the University of Ballarat, and Ms Jodie Fincham and Ms Irene Pagram of Colac Otway Shire, on the involvement of Performance Marketing in the creation and validation of the Colac Otway events plan and the arts and culture plan. Following this meeting a two part research project was developed. Part 1 was a survey. Part 2 was a series of two community forums. This report addresses the findings of the survey.

2.1.1 Survey

The survey was sent to approximately 400 arts and culture, festivals and events stakeholders in the Colac Otway Shire. The survey, with a cover letter, and a reply paid envelope, was mailed out to arts, culture and events groups/committees on the Colac Otway Shire database. It covered the following issues:

- Demographics
- Active/passive artistic involvement
- Knowledge of events, celebrations and festivals in the Shire
- Condition of the facilities
- Perceptions and opinions of Shire arts and culture, festivals and events activity
- Role of the Shire in supporting or improving arts and culture, festivals and event
- Future challenges and solutions

2.2 Community Forums

A set of two community discussions were to be held, and were to be coordinated by Dr. Robin Tait and Ms. Alana Wearne. These forums were held at the following places:



- Apollo Bay
- Colac

The forums (analysed in a separate report) sought to identify issues of concern to stakeholders, barriers to participation, suggestions for future plans, and sought feedback on the Shire's performance in the arts and culture, festivals and events area.

2.3 Data Analysis

Ninety-one surveys were returned. There were 82 from arts and culture, festivals and event users, and nine from arts and culture, festivals and event providers.

The data for the closed ended questions was entered by members of the Performance Marketing team, and analysed using the SPSS statistical software package. Descriptive statistics were used to analyse the data, with graphs, tables and textual explanations. Open ended responses were categorised where possible, and analysed qualitatively.



3. Results and Discussion

3.1 Respondents: Users and Providers

It was found that:

- Approximately 90% of the respondents were Users.
- Only 10% of the returned surveys were from the Providers.

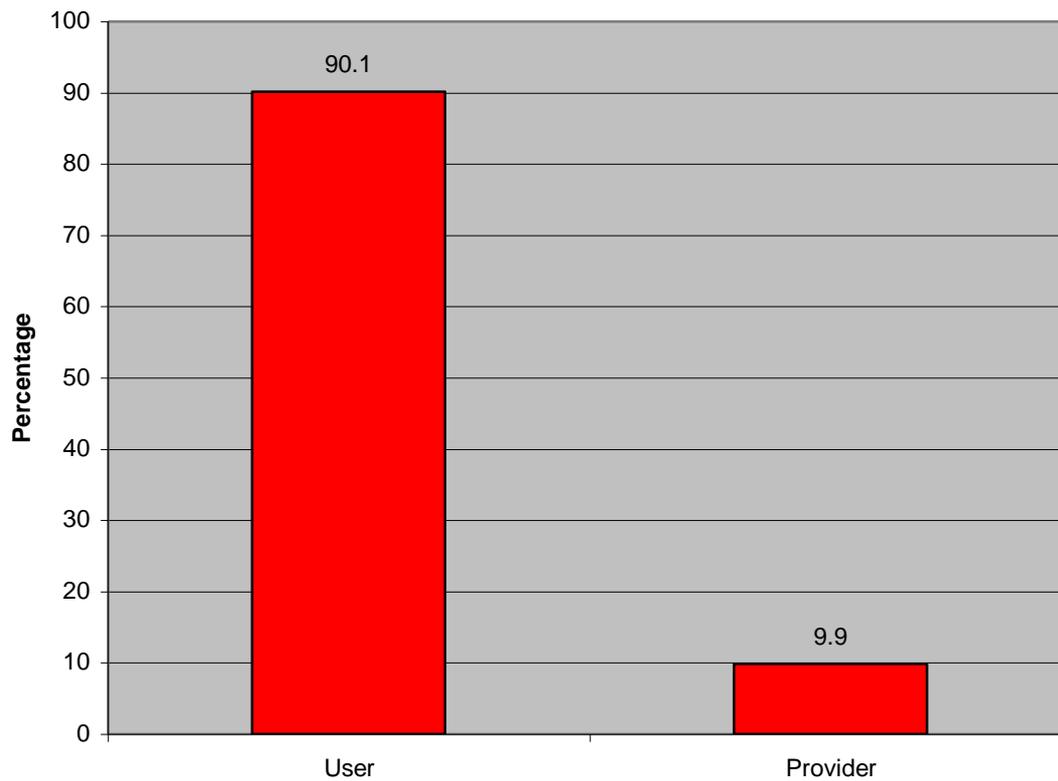


Figure 1: Users and Providers



3.2 Gender

It was found that:

- Approximately 63% of the respondents were Female.
- Approximately 34% of the respondents were Male.

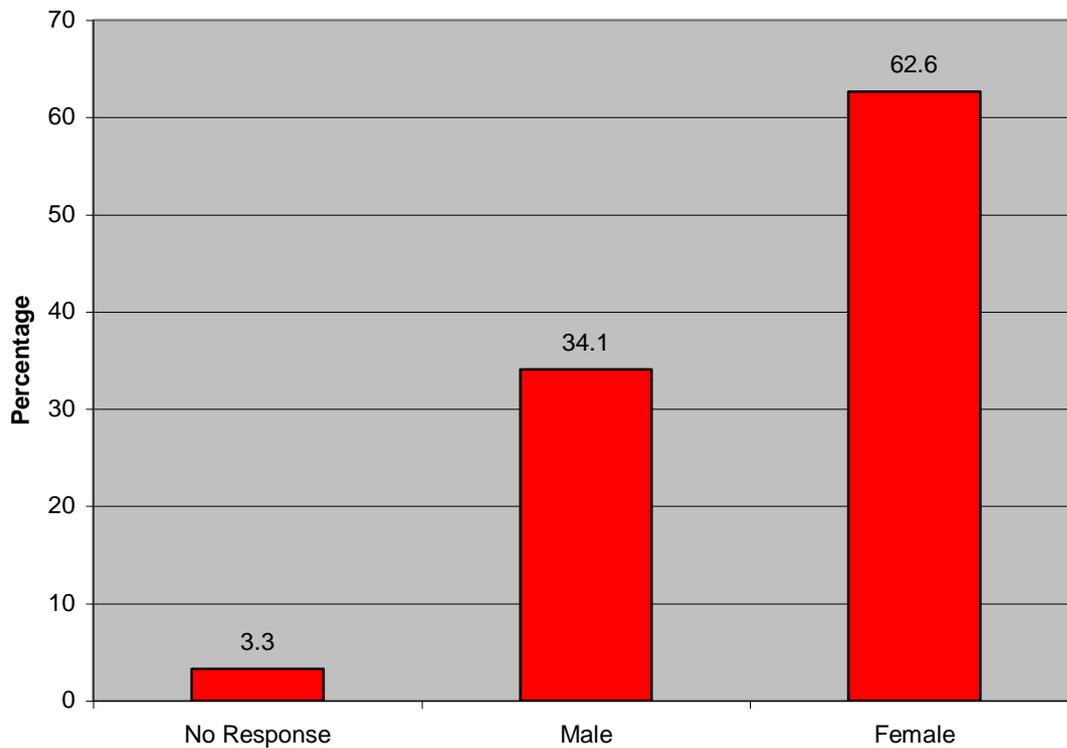


Figure 2: Gender

Discussion

In face-to-face data collection, the researchers have noted, through personal experience, that females are more inclined to respond positively to requests to fill in surveys than males. However, it is not known if this gender based attitude to surveys is the same with mail out surveys. Even if this problem does exist, it is unlikely that it would explain the gender difference of close to 30%. It is therefore concluded that the pool of respondents to whom the survey was sent was more female than male.



3.3 Place of Residence

It was found that:

- Approximately 36% of those surveyed were from Colac.
- Approximately 8% were from Carlisle River.
- Approximately 7% were from Apollo Bay.
- A further 5% were from Barongarook.
- It should be noted that 20% of respondents did not answer this question.

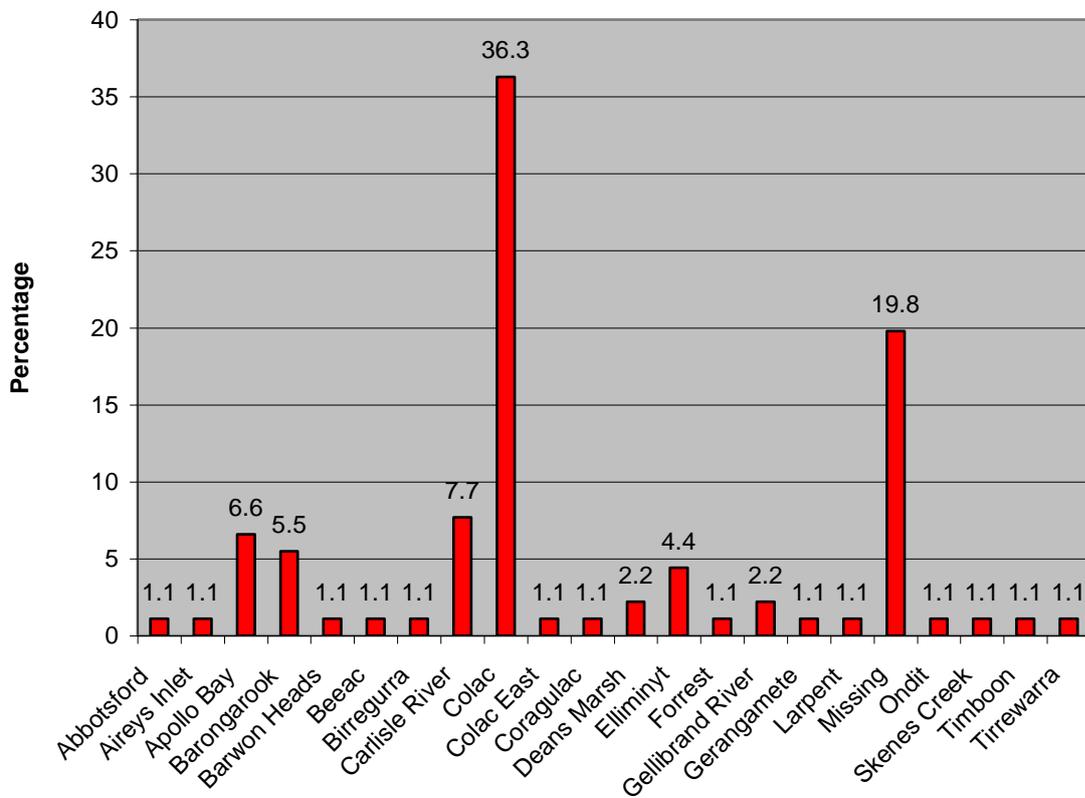


Figure 3: Place of Residence



3.4 Post Code

It was found that:

- 3250 was the most frequent post code (43%).
- 3249 was second on 22%.
- 3239 had a 10% share of respondents.
- Post code 3233 had a 9% share.
- The other post codes each had 1-2% of responses.
- Approximately 2% of responses were missing.

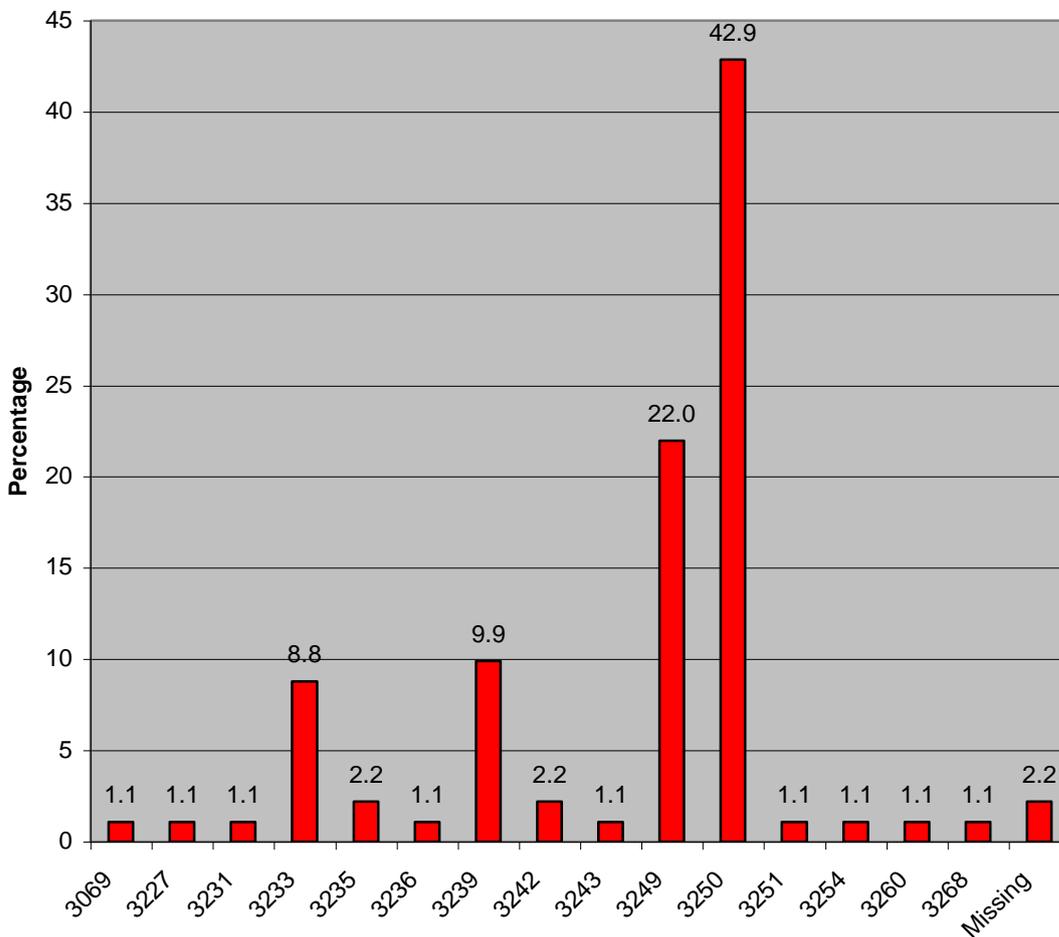


Figure 4: Postcode



3.5 Age

It was found that:

- The age group 51-60 years had the highest response rate at 29%.
- 41-50 had the second highest response rate with a 23% share.
- Approximately 20% of respondents were aged between 18 and 40.
- Approximately 52% of respondents were aged between 40 and 60.
- Approximately 27% of respondents were aged over 60.

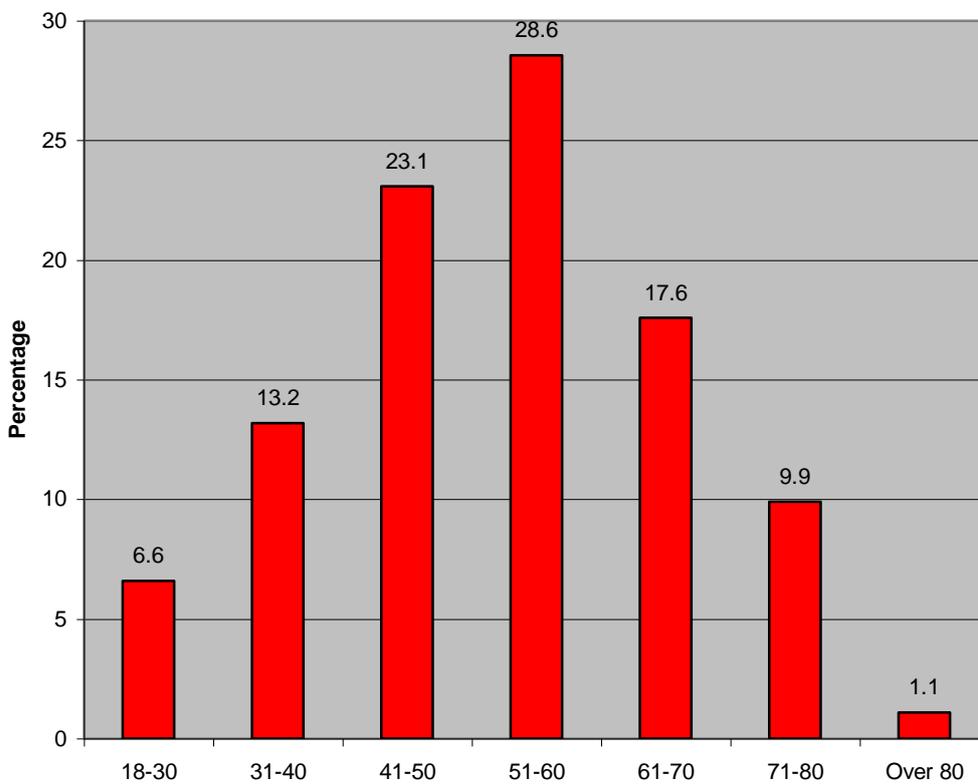


Figure 5: Age (yrs)

Discussion

The age breakdown represents a distribution that is similar to that of the wider community. According to ABS data (need to compare to what is on ABS for the Colac Otway region)

3.6 Level of Active Involvement

3.6.1 Visual Arts – 2D

It was found that:

- The largest single category was from respondents that had no active involvement with 2D Visual arts (38%).
- No response is the second highest category (26%).
- The Significant and Very Significant responses are the lowest categories with 2% and 5% respectively.
- Approximately 10% of respondents have Very Limited involvement whilst 9% have a Limited involvement or found the question did not apply to them.

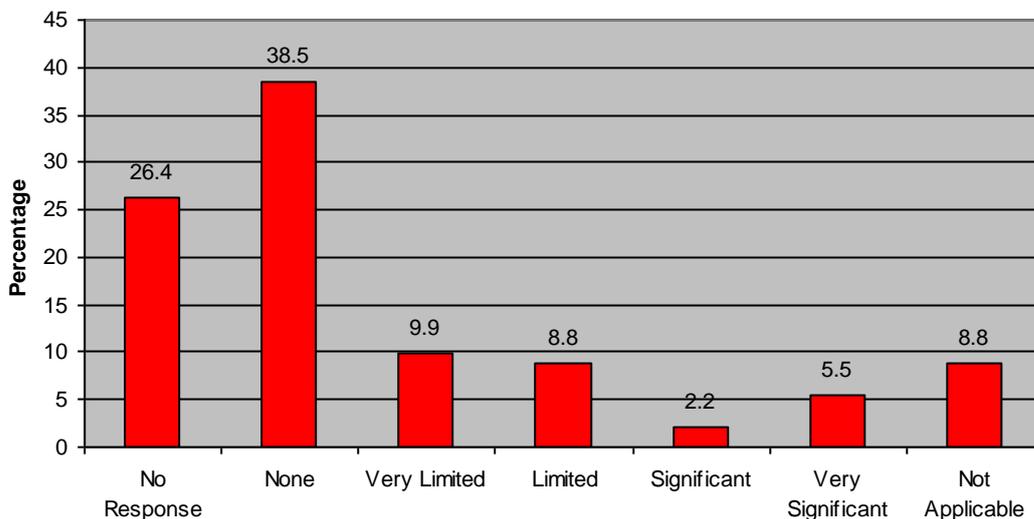


Figure 6: Visual Arts - 2D

Discussion

If it is assumed that the members of the surveyed population that did not respond to this question (26%) failed to respond because they had no interest or involvement in two dimensional visual arts, then it can be concluded that approximately one-third of the respondents had some involvement, and two thirds had no involvement.



3.6.2 Visual Arts – 3D

It was found that:

- The largest single category was from respondents that had no active involvement with 3D Visual arts (44%).
- No response is the second highest category (27%)
- The Significant and Very Significant are the lowest categories with 3% and 4% respectively.
- 9% found the question did not apply to them.

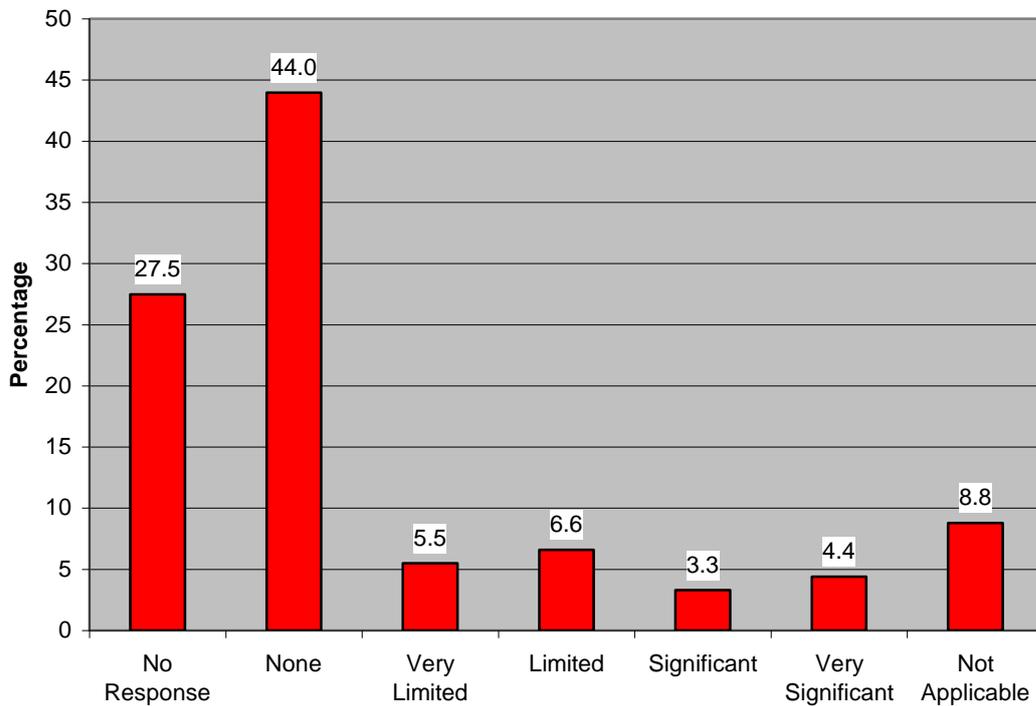


Figure 7: Visual Arts - 3D

Discussion

If it is assumed that the members of the surveyed population that did not respond to this question (27%) failed to respond because they had no interest or involvement in three dimensional visual arts, then it can be concluded that approximately 20% of the respondents had some involvement, and 80% had no involvement.



3.6.3 Literature

It was found that:

- The largest single category was from respondents that had no active involvement with Literature (34%).
- No response is the second highest category (25%).
- 13% responded as having Limited involvement whilst 11% had a Significant involvement.

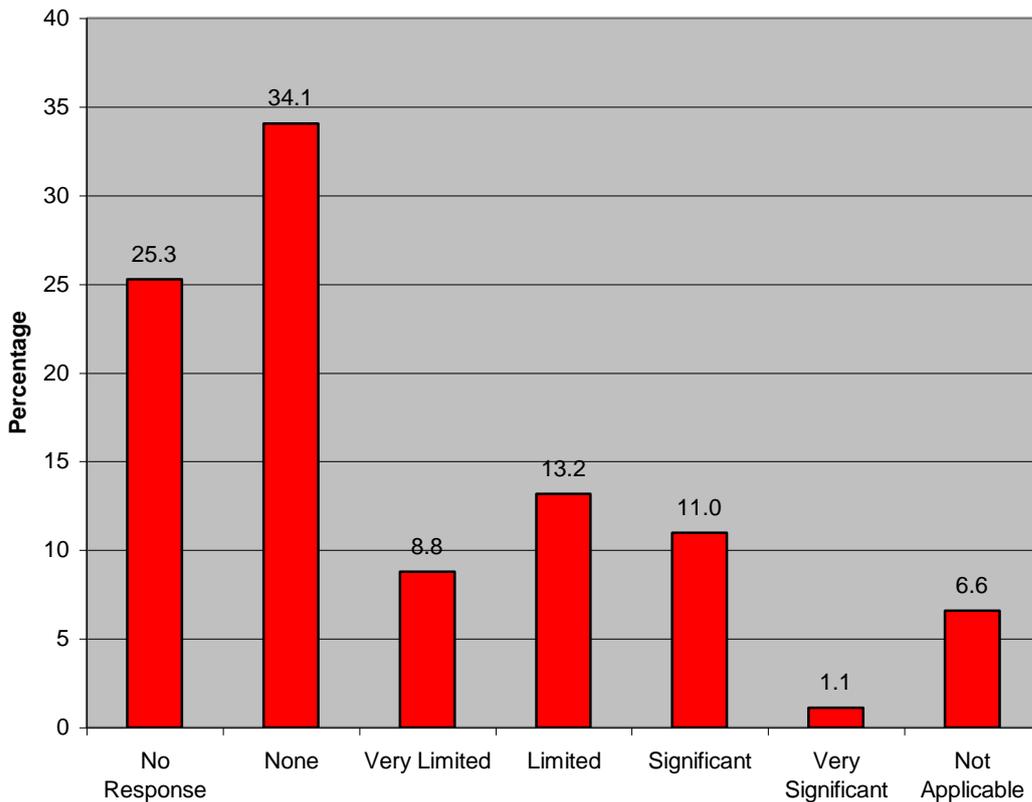


Figure 8: Literature

Discussion

If it is assumed that the members of the surveyed population that did not respond to this question (25%) failed to respond because they had no interest or involvement in literature, then it can be concluded that approximately 34% of the respondents had some involvement, and 76% had no involvement.



3.6.4 Performing Arts

It was found that:

- The largest single category was from respondents that had no active involvement with Performing Arts (34%).
- No response was the second highest category (16%)
- Approximately 14% had a Limited involvement, whilst not applicable was the lowest with 4%.

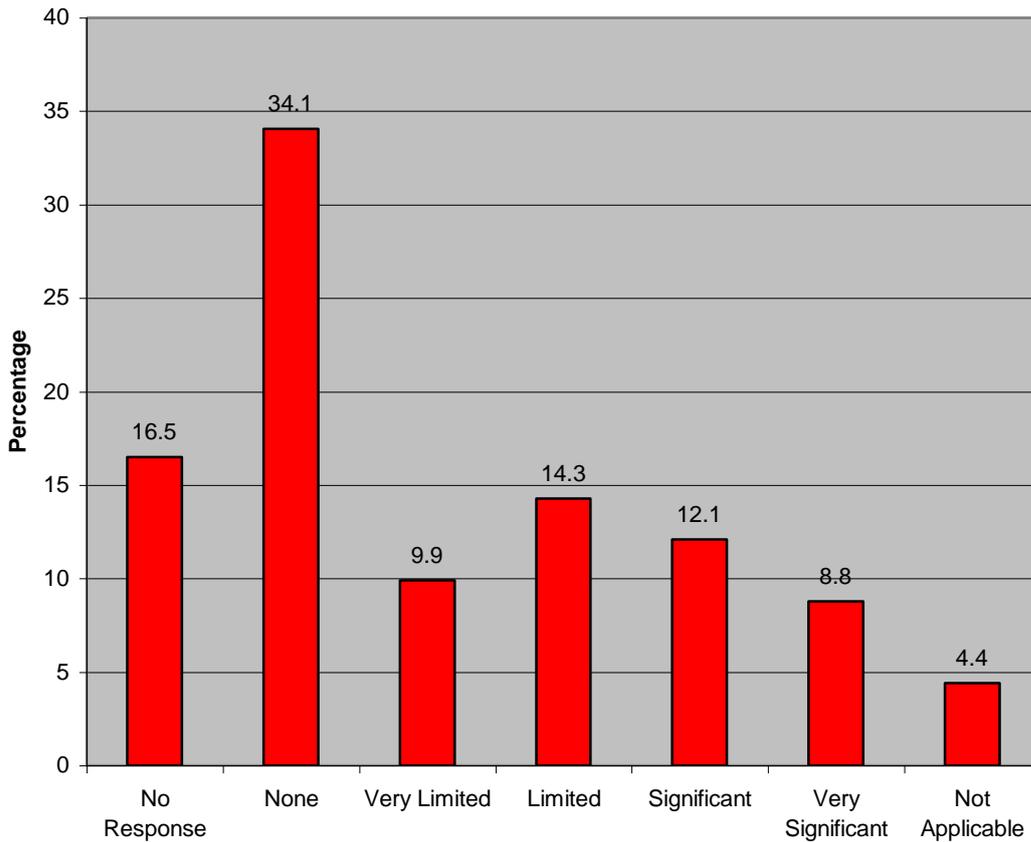


Figure 9: Performing Arts

Discussion

If it is assumed that the members of the surveyed population that did not respond to this question (16%) failed to respond because they had no interest or involvement in performing arts, then it can be concluded that approximately 45% of the respondents had some involvement, and 55% had no involvement.



3.6.5 History

It was found that:

- The largest single category was from respondents that had no active involvement with History (40%).
- Approximately 23% of respondents did not respond to this question.

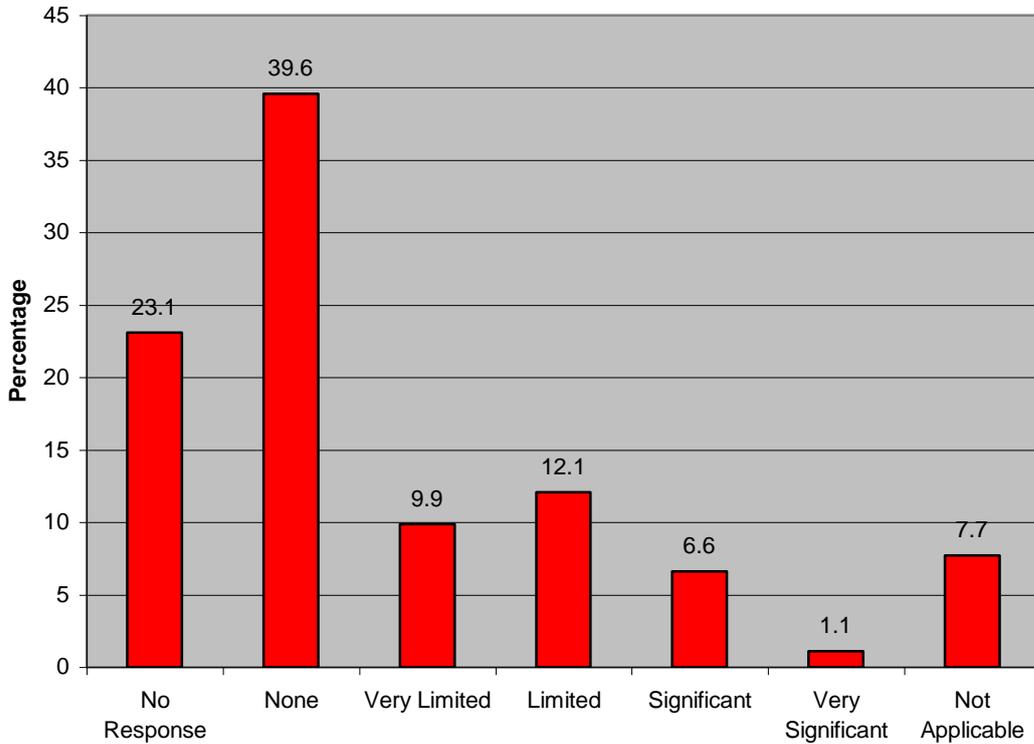


Figure 10: History

Discussion

If it is assumed that the members of the surveyed population that did not respond to this question (23%) failed to respond because they had no interest or involvement in history, then it can be concluded that approximately 30% of the respondents had some involvement, and 70% had no involvement.



3.6.6 Community Work Shops

It was found that:

- Approximately 34% of respondents said they had no active involvement with community workshops.
- Approximately 22% of respondents did not respond to this question.
- Approximately 13% of respondents had a Limited active involvement.
- Very Significant had the lowest response rate with 4%.
- Approximately 9% of respondents had a significant active involvement.

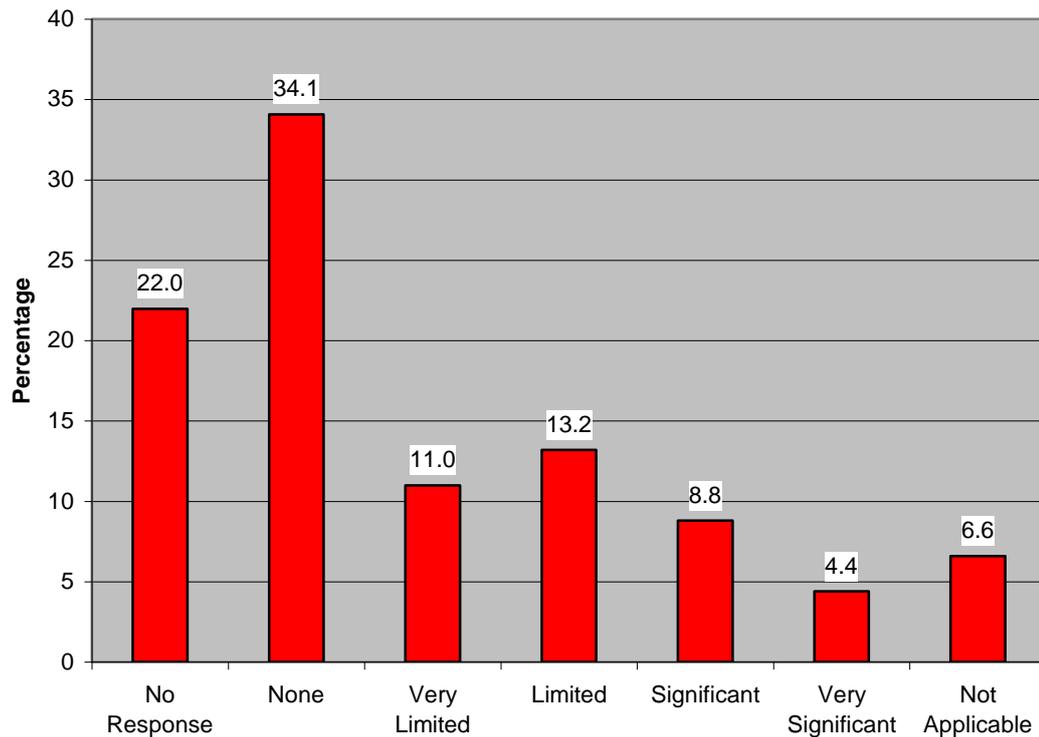


Figure 11: Community Work Shops

Discussion

If it is assumed that the members of the surveyed population that did not respond to this question (22%) failed to respond because they had no interest or involvement in community workshops, then it can be concluded that approximately 37% of respondents had some involvement, and 63% had no involvement.



3.6.7 Public Arts Projects

It was found that:

- Approximately 37% of respondents said they had no active involvement with public arts projects.
- Approximately 26% did not respond to this question.
- Approximately 14% had a Very Limited active involvement.
- Very Significant had the lowest response rate with 1%.
- Approximately 7% of respondents had a Significant active involvement, and 7% had Limited involvement.

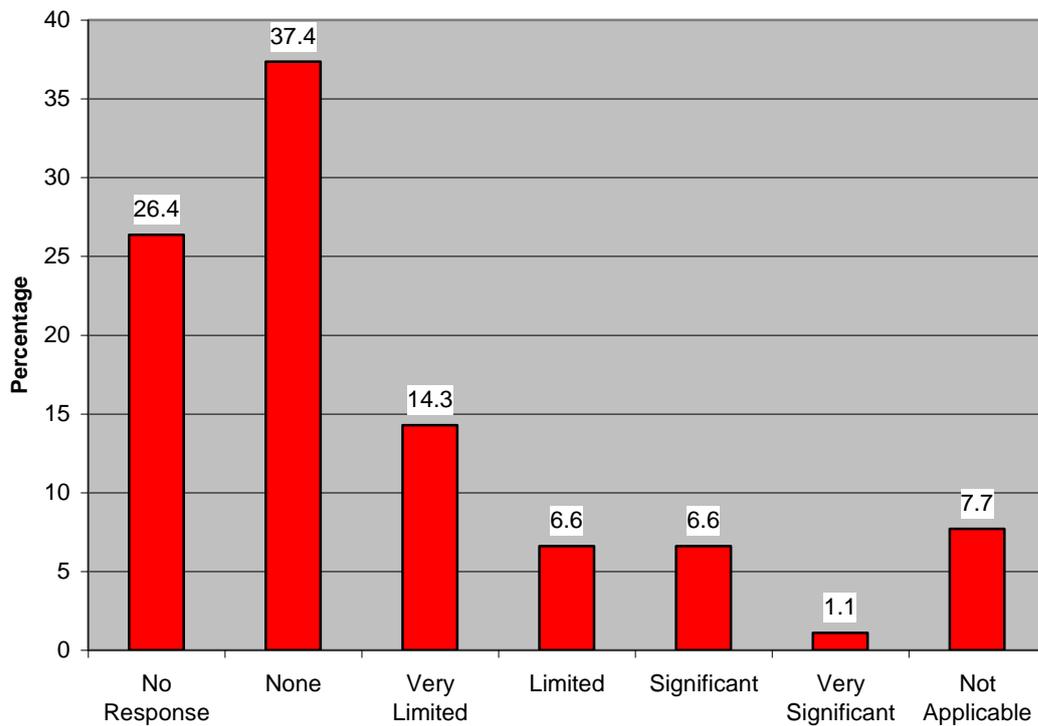


Figure 12: Public Arts Projects

Discussion

If it is assumed that the members of the surveyed population that did not respond to this question (29%) failed to respond because they had no interest or involvement in public arts projects, then it can be concluded that approximately 29% of respondents had some involvement, and 71% had no involvement.



3.6.8 Other Active Involvement

The results for part 8 of question 4 (Other) include:

- Band Manager (1) N/A
- Colac City Band (1) significant
- Stallholder (1) very limited
- Event Organiser (1) very significant
- Co-ordinator (1) very significant
- Choir (3) N/A
- Music (2) very significant
- Craft markets (1) significant
- Art business (1) very significant
- Art newsletter (1) very significant
- Band – Colac City (1) very significant
- Public radio (1) very limited
- Customise computer graphics (1) limited
- Cultural activities (1) limited



3.7 Level of Passive Involvement

3.7.1 Visual Arts – 2D

It was found that:

- Approximately 23% of respondents had a Limited Passive Involvement with the Visual Arts – 2D
- Approximately 18% of respondents had a Very Limited involvement.
- Very significant and not applicable had the lowest response rates (7%).

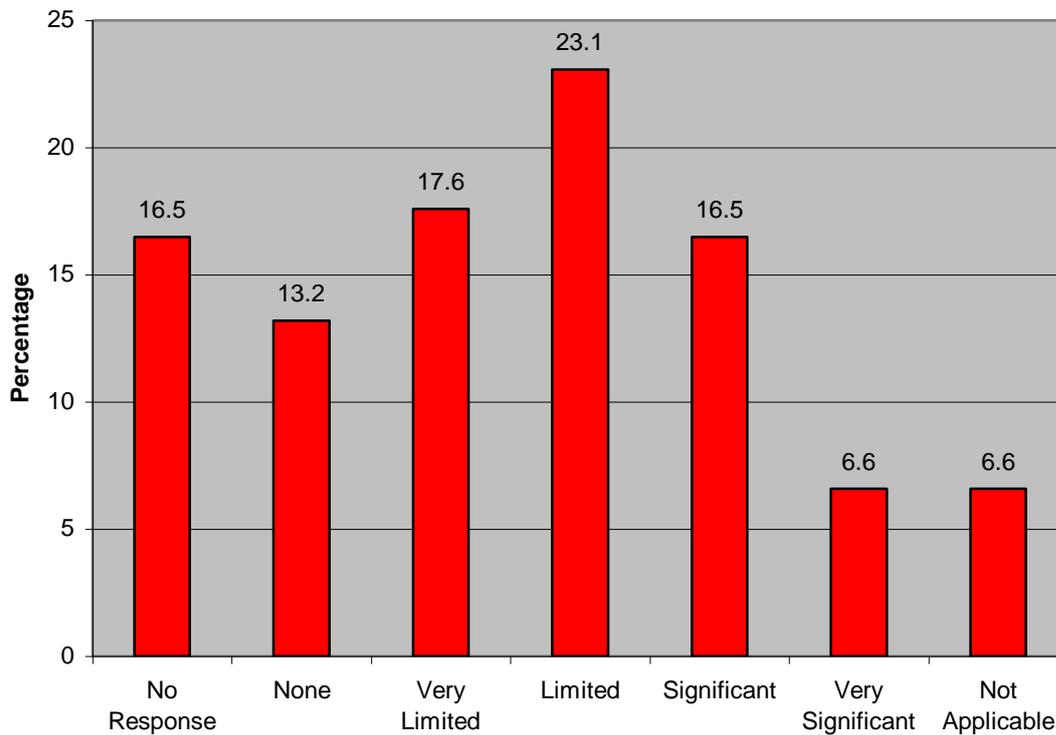


Figure 13: Visual Arts - 2D

Discussion

It is assumed that the members of the surveyed population that did not respond to this question (16%) failed to respond because they had no passive interest in Visual Arts – 2D. Therefore, it can be concluded that approximately 64% of respondents had some passive involvement, and 36% had no passive involvement.



3.7.2 Visual Arts – 3D

It was found that:

- Approximately 23% of respondents had a Limited Passive Involvement with the Visual Arts – 3D
- Respondents that indicated they had No involvement, or Significant involvement, had a 16% share of responses.
- Very significant and not applicable had the lowest response rate (5%).

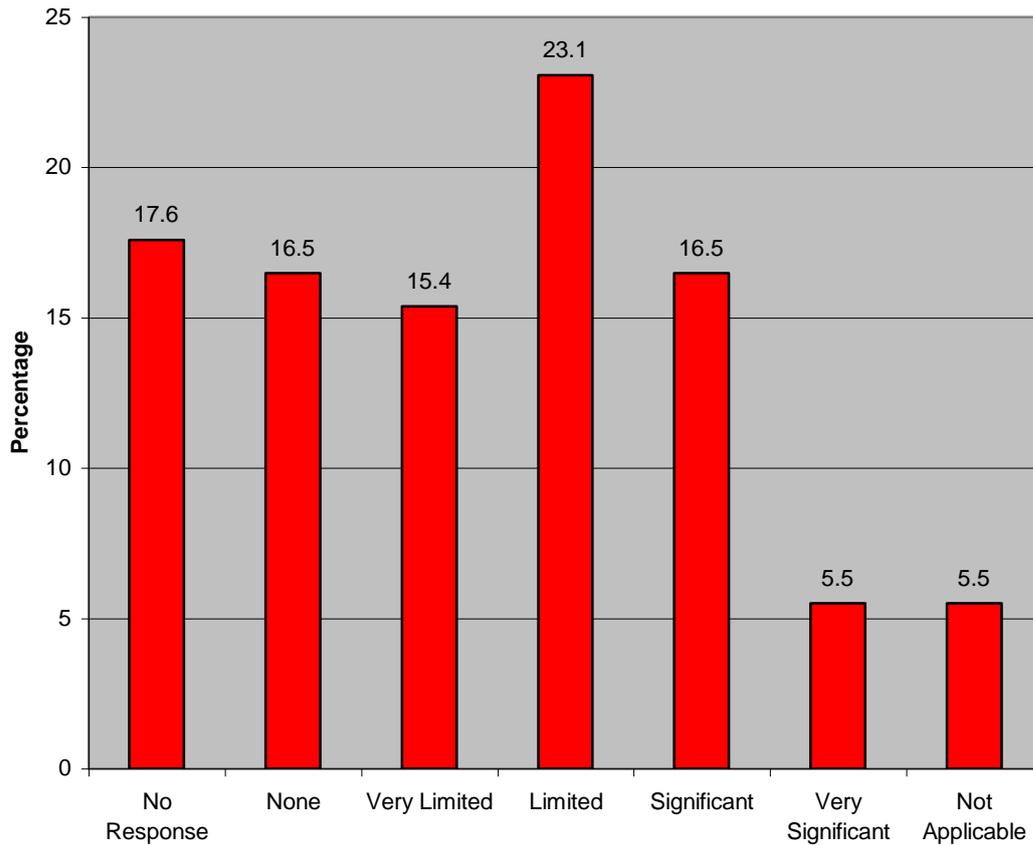


Figure 14: Visual Arts - 3D

Discussion

It is assumed that the members of the surveyed population that did not respond to this question (18%) failed to respond because they had no passive interest in Visual Arts – 3D. Therefore, it can be concluded that approximately 60% of respondents had some passive involvement, and 40% had no passive involvement.

3.7.3 Literature

It was found that:

- The highest single group of respondents was from those respondents that indicated that they had no passive involvement with Literature (24%).
- Approximately 20% of respondents did not answer this question.
- Approximately 18% had a very limited involvement.
- The lowest answer was very significant (4%).

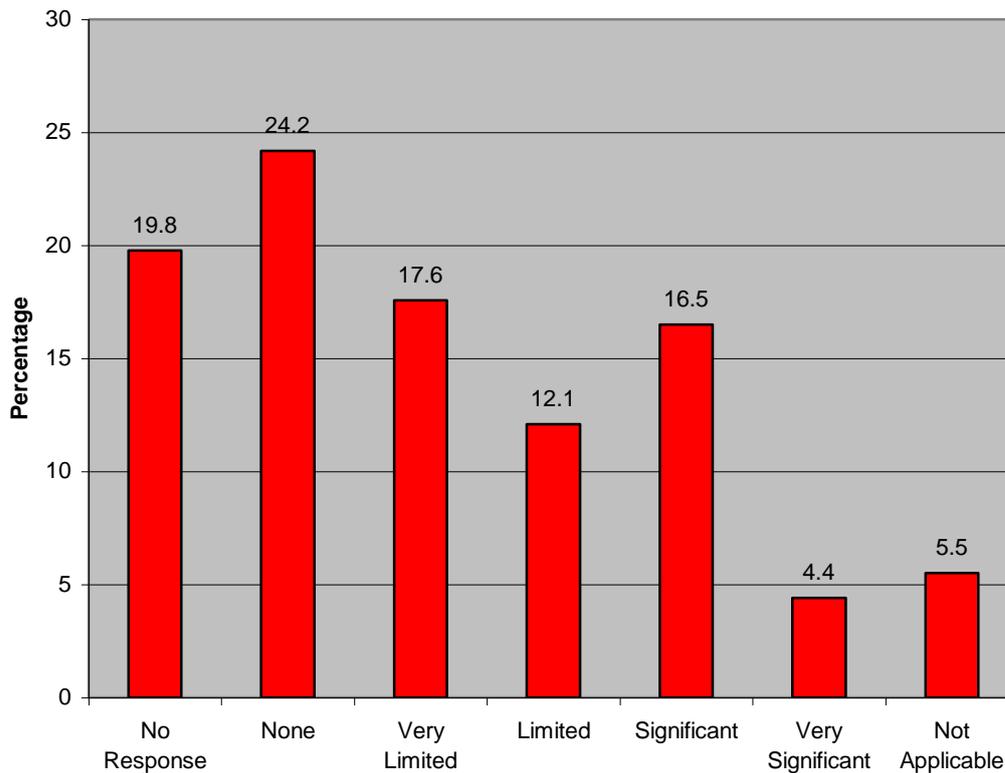


Figure 15: Literature

Discussion

It was assumed that the members of the surveyed population that did not respond to this question (20%) failed to respond because they had no passive interest in Literature. Therefore, it can be concluded that approximately half the respondents had some passive involvement, and half had no passive involvement.



3.7.4 Performing Arts

It was found that:

- Approximately 27% of respondents had a significant involvement with the Performing Arts.
- Approximately 23% of respondents had either Limited or Very Significant involvement.
- The lowest response rate (3%) was the Not Applicable category.

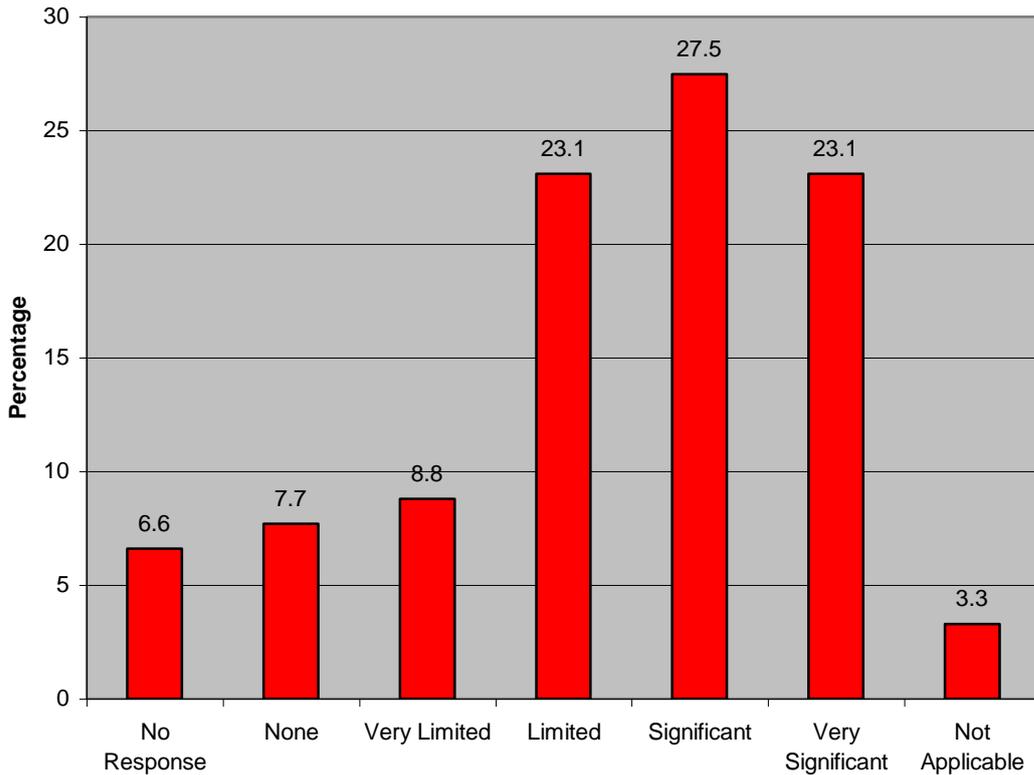


Figure 16: Performing Arts

Discussion

It was assumed that the members of the surveyed population that did not respond to this question (7%) failed to respond because they had no passive interest in performing arts. Therefore, it can be concluded that approximately 82% of the respondents had some passive involvement, and 18% had no passive involvement.



3.7.5 History

It was found that:

- The single highest category was from respondents that indicated that they had Limited passive involvement in History (31%).
- Approximately 20% of respondents indicated that they have No passive involvement with History.
- Very Significant had the lowest response rate (3%).

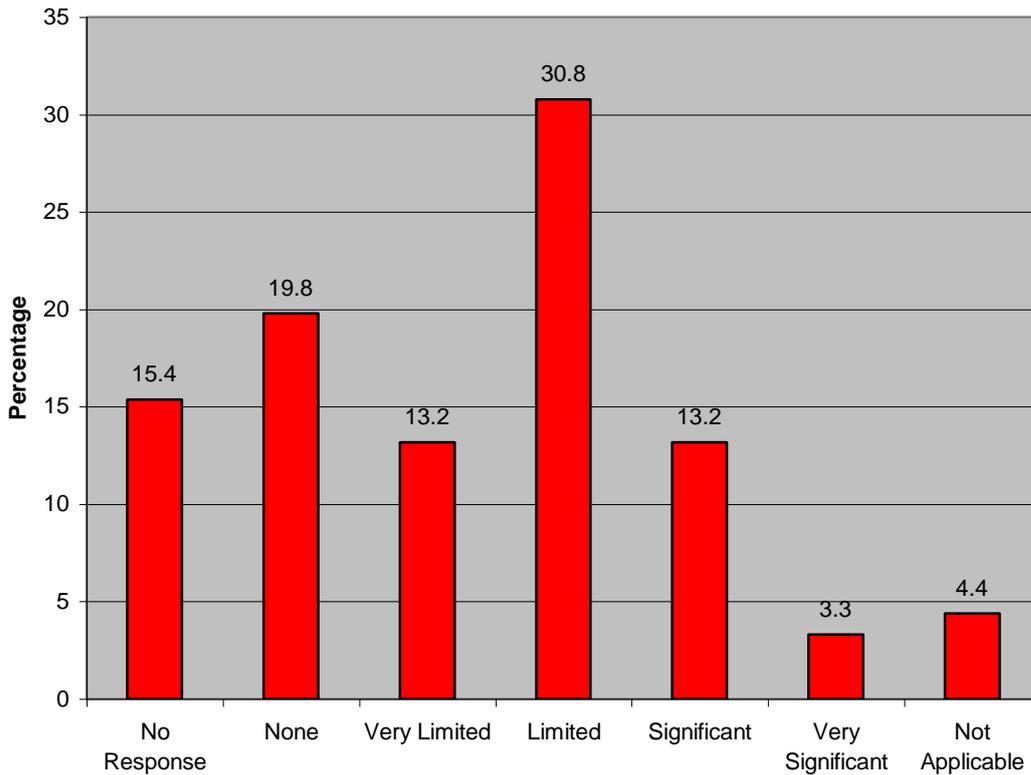


Figure 17: History

Discussion

It was assumed that the members of the surveyed population that did not respond to this question (15%) failed to respond because they had no passive interest in history. Therefore, it can be concluded that approximately 60% of the respondents had some passive involvement, and 40% had No passive involvement.



3.7.6 Community Work Shops

It was found that:

- Approximately 30% of respondents said they have No passive involvement with Community Work Shops.
- Approximately 22% of respondents said they have Limited passive involvement with Community Work Shops.
- Lowest response rate was the Very Significant category (2%).

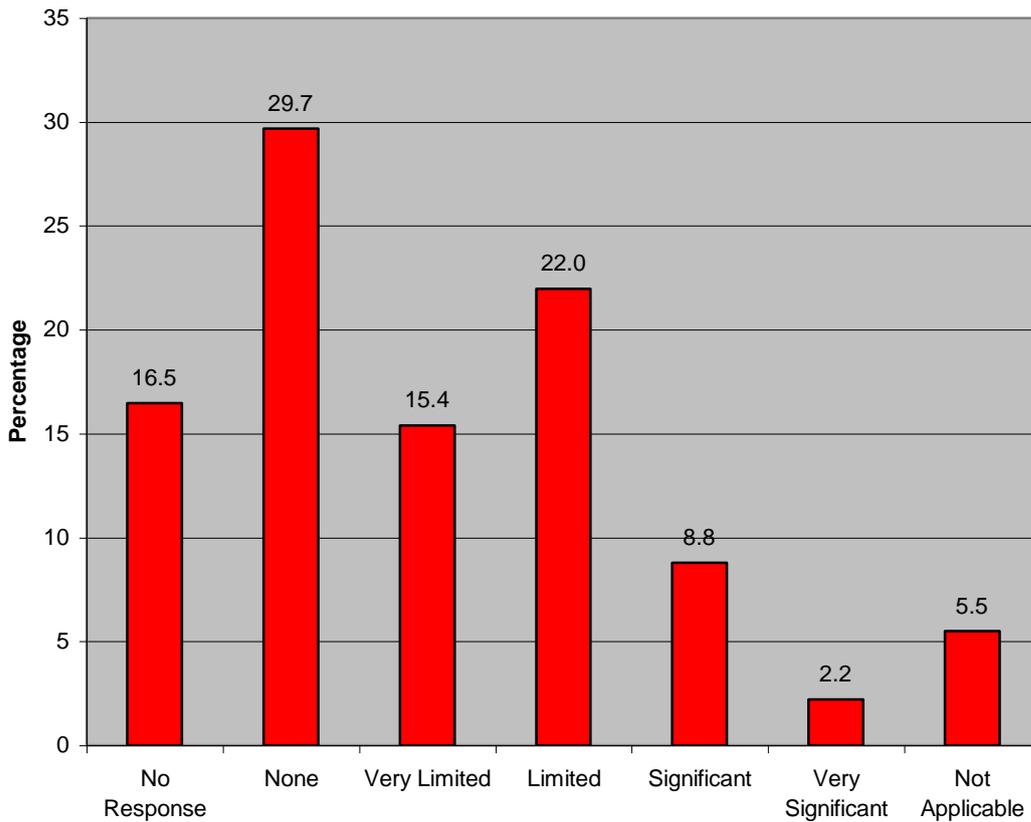


Figure 18: Community Work Shops

Discussion

It was assumed that the members of the surveyed population that did not respond to this question (16%) failed to respond because they had no passive interest in community workshops. Therefore, it can be concluded that approximately 48% of the respondents had some passive involvement, and 52% had No passive involvement.



3.7.7 Public Arts Projects

It was found that:

- Approximately 26% of respondents indicated that they have No passive involvement with public arts projects.
- Approximately 21% of respondents said they have Limited passive involvement with public arts projects.
- Lowest response rate was from those that indicated that they had Very Significant involvement in public arts projects (3%).

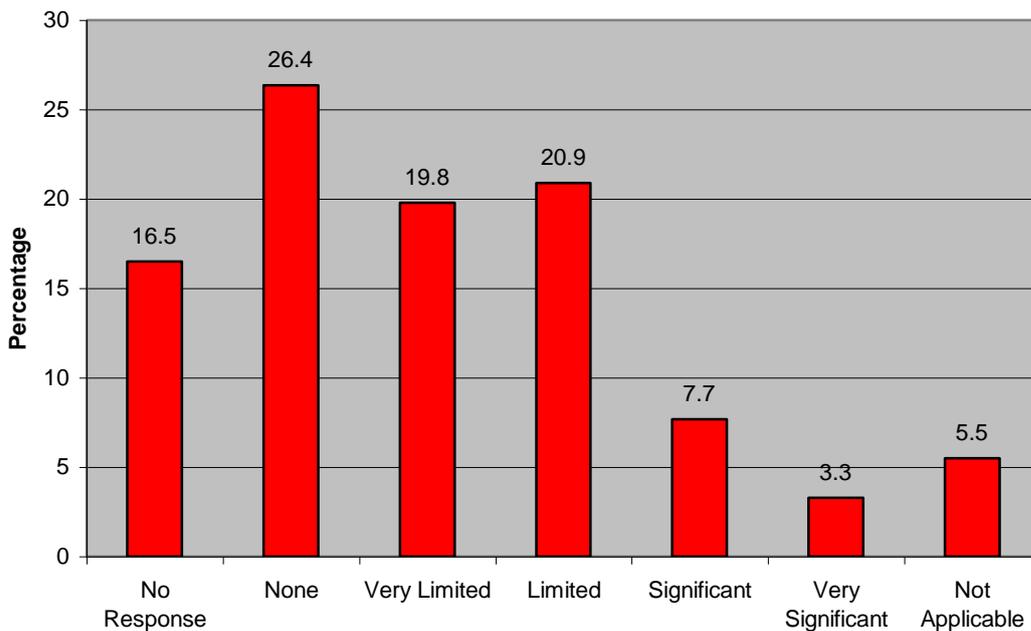


Figure 19: Public Arts Projects

Discussion

It was assumed that the members of the surveyed population that did not respond to this question (16%) failed to respond because they had no passive interest in public arts projects. Therefore, it can be concluded that approximately 52% of the respondents had some passive involvement, and 48% had no passive involvement.



3.7.8 Other Passive Involvement

There were only six responses in the Other category of this question:

- Band Manager N/A
- Colac City Band significant
- Artist in school very significant
- Computer games graphics significant
- Movies limited
- Cultural activities N/A



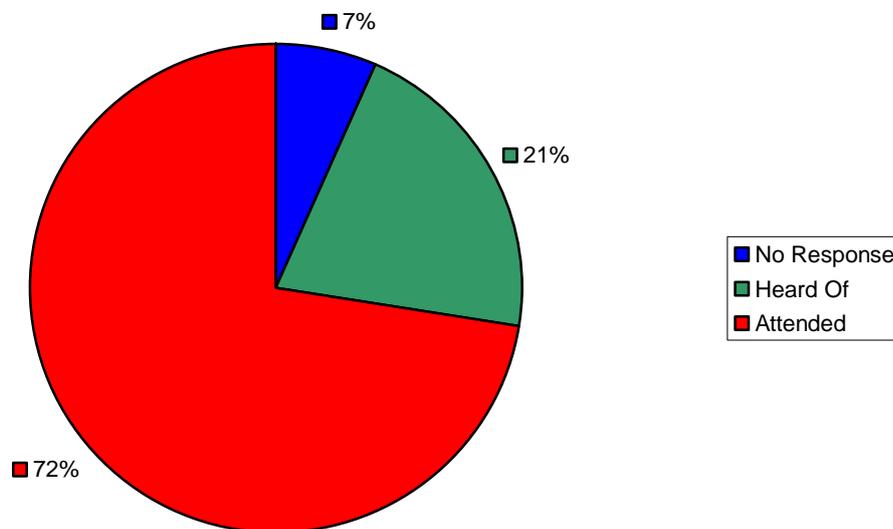
3.8 Festivals Heard of or Attended

3.8.1 Kana

It was found that:

- Approximately 72% of respondents had attended the Kana Festival.
- Approximately 21% of respondents had heard of the Kana Festival.

Figure 20: Kana



Discussion

It was assumed that the 7% of respondents that gave no response to this question because they had neither heard, nor attended, the Kana Festival. It can therefore be concluded that 92% of the respondents knew of the Festival, and 7% did not.

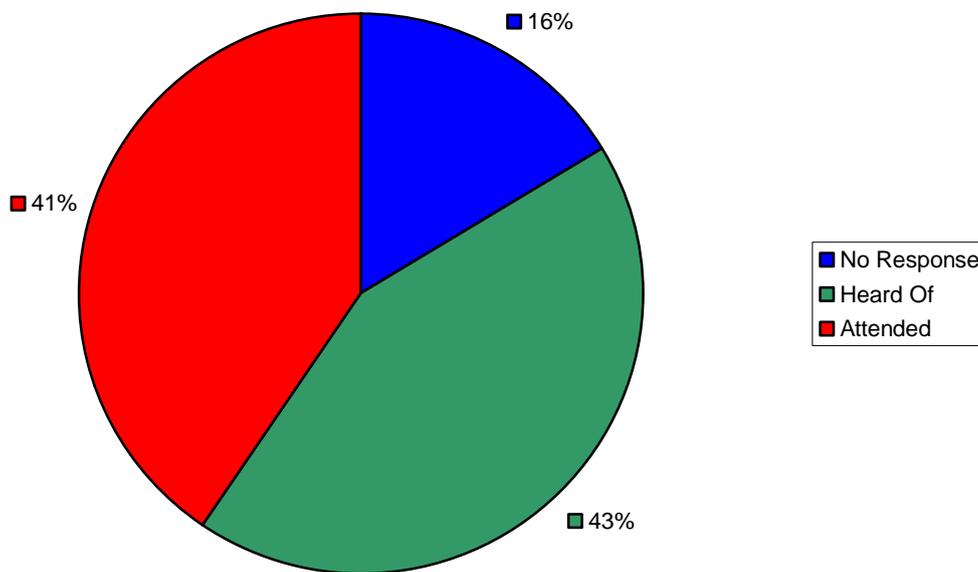


3.8.2 Apollo Bay Music Festival

It was found that:

- Approximately 43% of respondents had heard of the Apollo Bay Music Festival.
- Approximately 41% of respondents had attended the Apollo Bay Music Festival.

Figure 21: Apollo Bay Music Festival



Discussion

It was assumed that the 16% of respondents that gave no response to this question because they had neither heard, nor attended, the Apollo Bay Music Festival. It can therefore be concluded that 84% of the respondents knew of the Festival, and 16% did not.

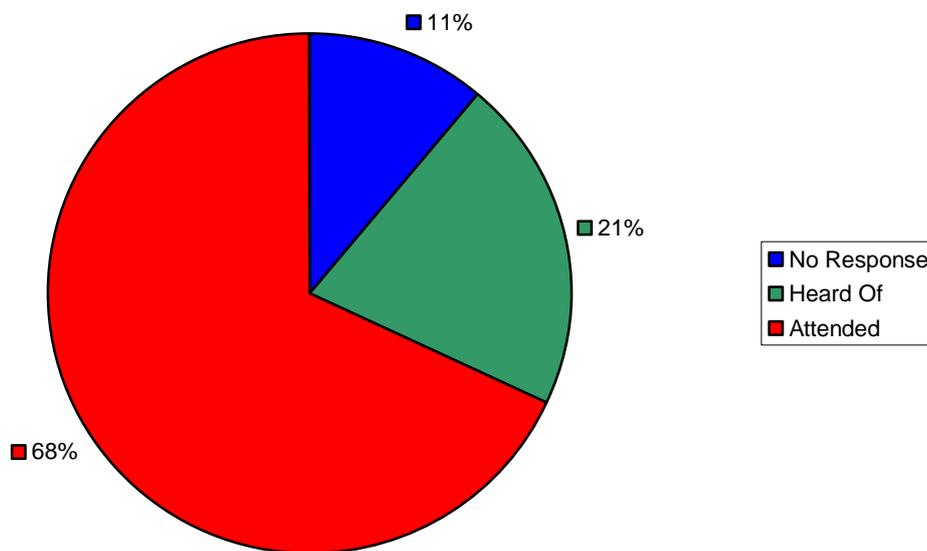


3.8.3 Birregurra Weekend Festival

It was found that:

- Approximately 68% of respondents had attended the Birregurra Weekend Festival.
- Approximately 21% of respondents had heard of the Birregurra Weekend Festival.

Figure 22: Birregurra Weekend Festival



Discussion

It was assumed that the 11% of respondents that gave no response to this question because they had neither heard, nor attended, the Birregurra Weekend Festival. It can therefore be concluded that 89% of the respondents knew of the Festival, and 11% did not.

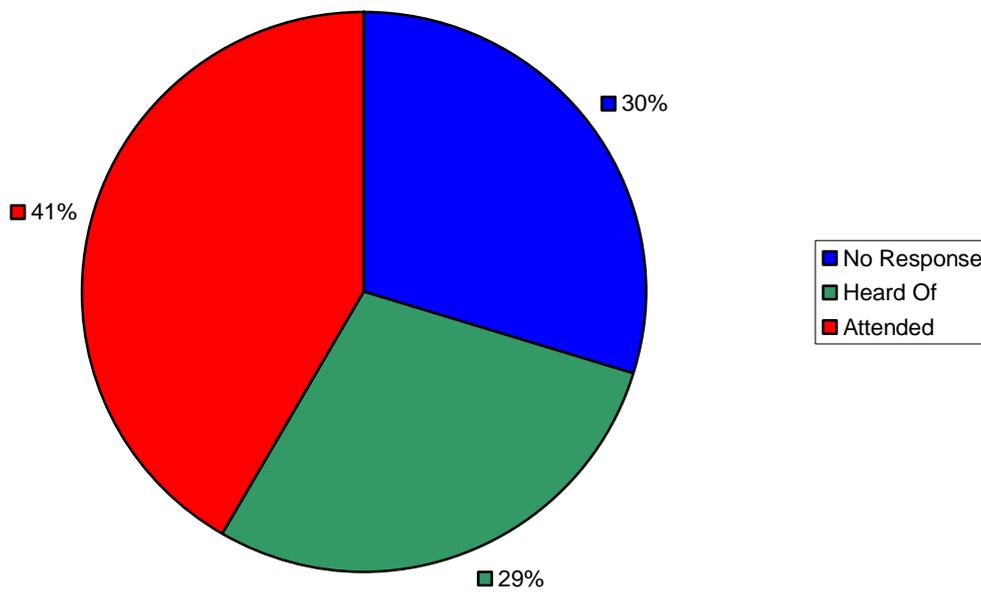


3.8.4 Spirit of Christmas

It was found that:

- Approximately 41% of respondents had attended the Spirit of Christmas Festival.
- Approximately 29% of respondents had heard of the Spirit of Christmas Festival.

Figure 23: Spirit of Christmas



Discussion

It was assumed that the 30% of respondents that gave no response to this question because they had neither heard, nor attended, the Spirit of Christmas Festival. It can therefore be concluded that 70% of the respondents knew of the Spirit of Christmas Festival, and 30% did not.

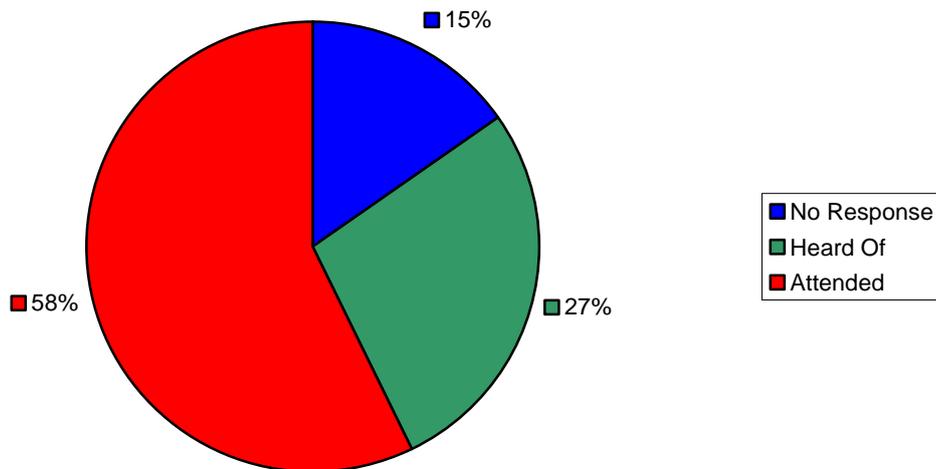


3.8.5 Australia Day

It was found that:

- Approximately 41% of respondents had attended the Australia.
- Approximately 29% of respondents had heard of the Spirit of Christmas Festival.

Figure 24: Australia Day



Discussion

It cannot be assumed that the 15% of respondents that gave no response to this question did so because they had neither heard of, nor attended, the Australia Day celebration. It is unlikely that 15% of the surveyed population had not heard of Australia Day. This casts doubt on the assumptions made in sections 3.6.1 – 3.8.4, that respondents that gave no response to these questions did so because they had neither heard of, nor attended, the relevant events, or had no interest in the various arts activities.



3.8.6 Other responses

There were two responses in the Other category of this question:

- Relay for Life (1)
- Carols by Candlelight (1)



3.9 Facilities attended

Survey Question: Please indicate below the facilities you have attended to view Shire events, festivals or celebrations

Multiple responses to this question are outlined in Table 1 below:

Facilities	No. of responses	Facilities	No. of responses
Memorial Square	53	COPACC	38
Lake Colac Foreshore	23	Kana	18
Apollo Bay Foreshore	17	Birregurra Festival	12
Australia Day	8	Spirit of Christmas	7
Botanical Gardens	5	Anzac Day	4
Street Parades	4	Six Day Races	4
Apollo Bay Music Festival	3	Central Reserve	2
Mechanics Hall	3	Deans Marsh	2
Carols by Candlelight	3		

Table 1: Multiple responses on awareness of facilities

Single responses to this question are outlined in Table 2 below:

Apollo Bay Pubs	Beechylina	High School Hall
Colac Showgrounds	Church	Performing Arts Shows
Sacred Moon Gallery	Wolfgang Festival	Union Hotel Balcony
Bluewater	Kana	Red Rock
Civic Hall	Streets in general	Central Reserve
RSL	Go Marathon	Apollo Bay venues
Colac City Band room	Colac Garden Expo	National Tree Planting Day
Beechy Line Opening	Winter Gathering	Apollo Bay Markets
Forrest Market	Pioneer Festival	Colac Eisteddfod
Morning Melodies	Relay for Life	COPACC
Anzac Day	Birregurra Town Centre	Wolfgang Festivals

Table 2: Single responses on awareness of facilities

Discussion

Although respondents were asked to indicate the facilities they had attended to view Shire events, festivals or celebrations, many of the Other responses included the actual festival or event. However, it is reasonable to assume that, if the respondent knew of the festival or event, he/she also knew of the facility where it was held.



3.10 Responses to Statements

3.10.1 Shire Support

Survey statement: I believe Arts & Culture / Festivals & Events I patronise get adequate support from the Shire

It was found that:

- Approximately 44% of the surveyed population responded positively to this statement.
- Approximately 14% of the surveyed population responded negatively to this statement.
- Approximately 42% of the surveyed population gave a neutral or N/A response, or gave no response at all.

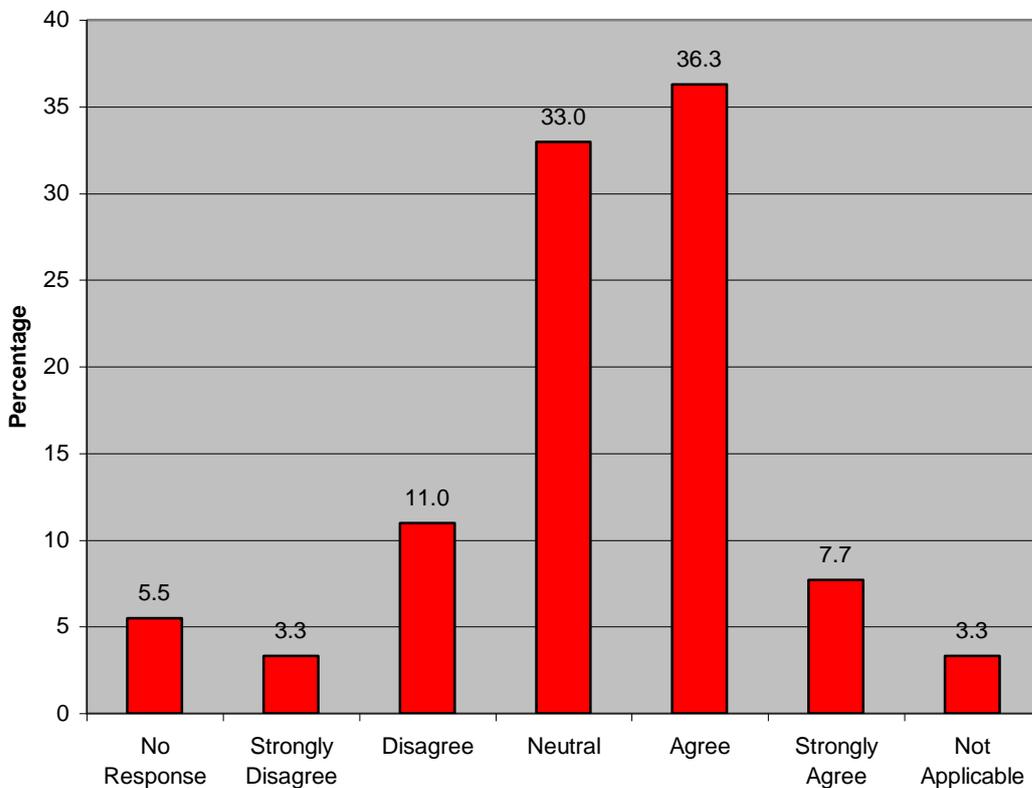


Figure 25: Rating of the Shire's support

Discussion

With only 14% of negative responses, it can be concluded that the overriding opinion of the population from which the respondents were selected is that the Shire is doing a satisfactory job in supporting Arts & Culture / Festivals & Events. However, it can not be concluded that this is the opinion of the wider Colac Otway community, because the respondents were chosen from one sub-component of that wider community.



3.10.2 Shire Funding of Arts & Culture/Festivals & Events

Survey statement: I believe that Arts & Culture / Festivals & Events should be maintained and funded by the Shire

It was found that:

- Approximately 70% of the surveyed population responded positively to this statement.
- Approximately 9% of the surveyed population responded negatively to this statement.
- Approximately 21% of the surveyed population gave a neutral or N/A response, or gave no response at all.

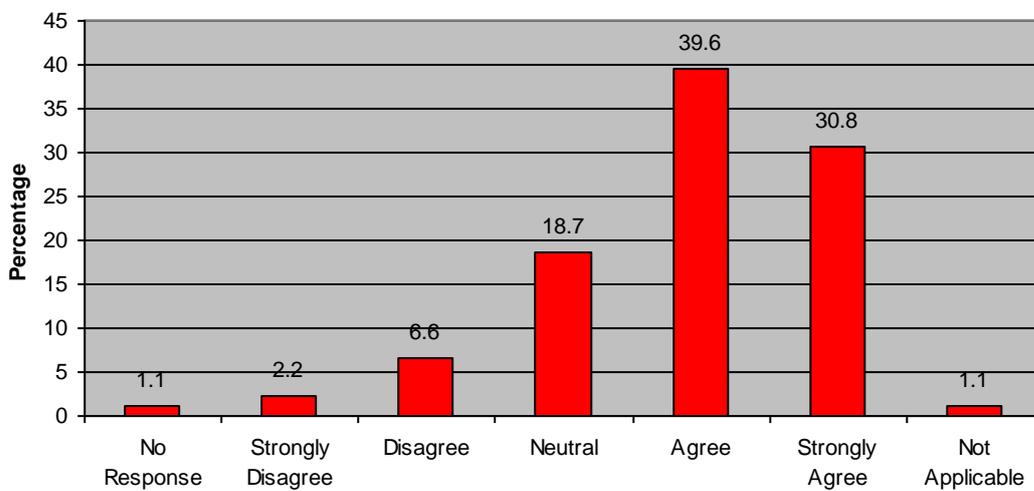


Figure 26: Maintained and funded by the Shire

Discussion

With only 9% of negative responses, it can be concluded that the overriding opinion of the population from which the respondents were selected is that the Shire should be supporting Arts & Culture / Festivals & Events.

It is possible that the 19% of respondents that gave a neutral response did so because they were unsure of whether or not it was the Shire's job to support Arts & Culture / Festivals & Events.



3.10.3 Arts and Festival Development

Survey statement: I believe that Arts & Culture / Festivals & Events in the Shire require significant development

It was found that:

- Approximately 58% of the surveyed population responded positively to this statement.
- Approximately 9% of the surveyed population responded negatively to this statement.
- Approximately 33% of the surveyed population gave a neutral or N/A response, or gave no response at all.

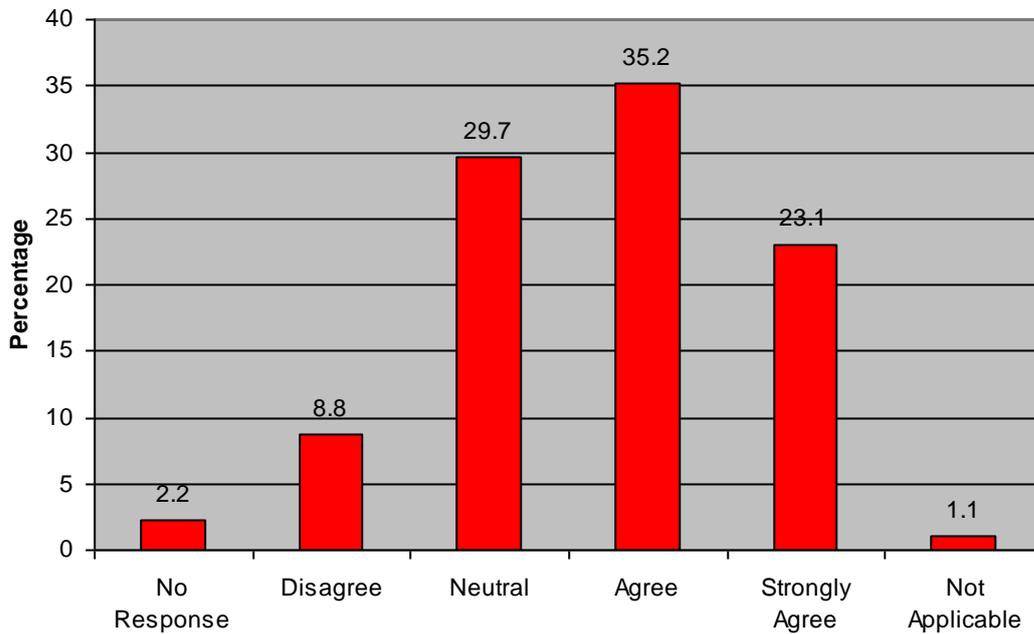


Figure 27: Require significant development

Discussion

With 58% of positive responses, it can be concluded that the majority opinion of the population from which the respondents were selected is that the Arts & Culture / Festivals & Events in the Shire require significant development. This conclusion is validated by the finding that there was only 9% disagreement with this statement.



3.10.4 Community support

Survey statement: I believe that Arts & Culture / Festivals & Events in the Shire get sufficient community support

It was found that:

- Approximately 33% of the surveyed population responded positively to this statement.
- Approximately 35% of the surveyed population responded negatively to this statement.
- Approximately 32% of the surveyed population gave a neutral or N/A response, or gave no response at all.

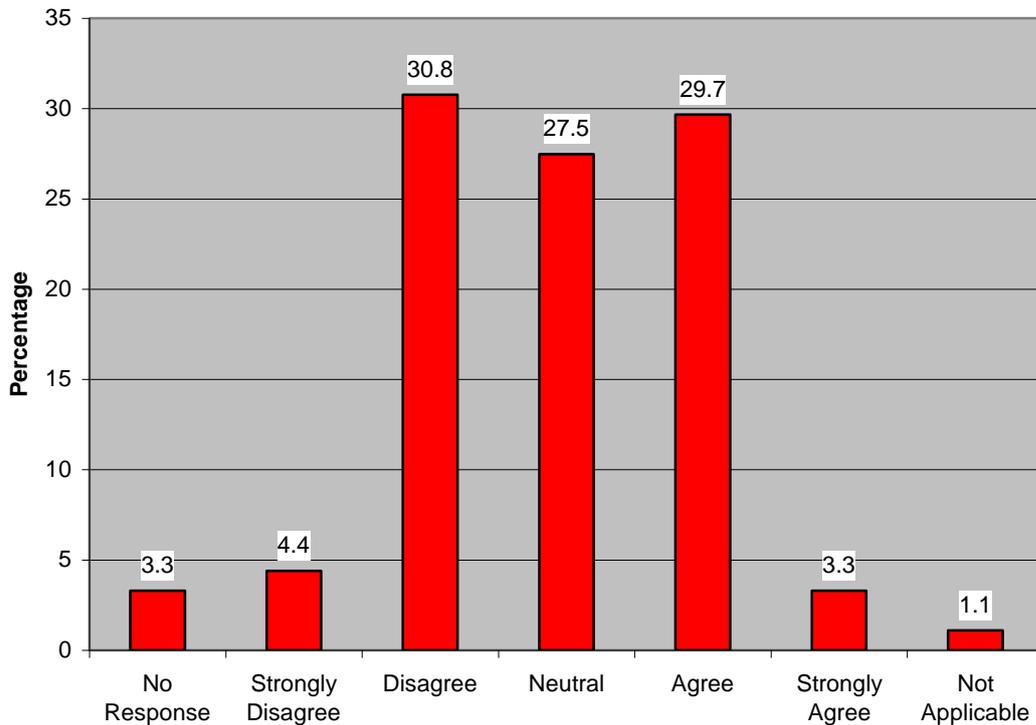


Figure 28: Sufficient community support

Discussion

This was the only statement where the Disagreeing responses outweighed the Agreeing responses. It can therefore be concluded that Colac Otway arts & culture / festivals & events community generally agrees that more community support is required.



3.10.5 Facilities

Survey Statement: Our facilities adequately cater for our Arts & Culture / Festivals & Events needs.

It was found that:

- Approximately 54% of the surveyed population responded positively to this statement.
- Approximately 23% of the surveyed population responded negatively to this statement.
- Approximately 23% of the surveyed population gave a neutral or N/A response, or gave no response at all.

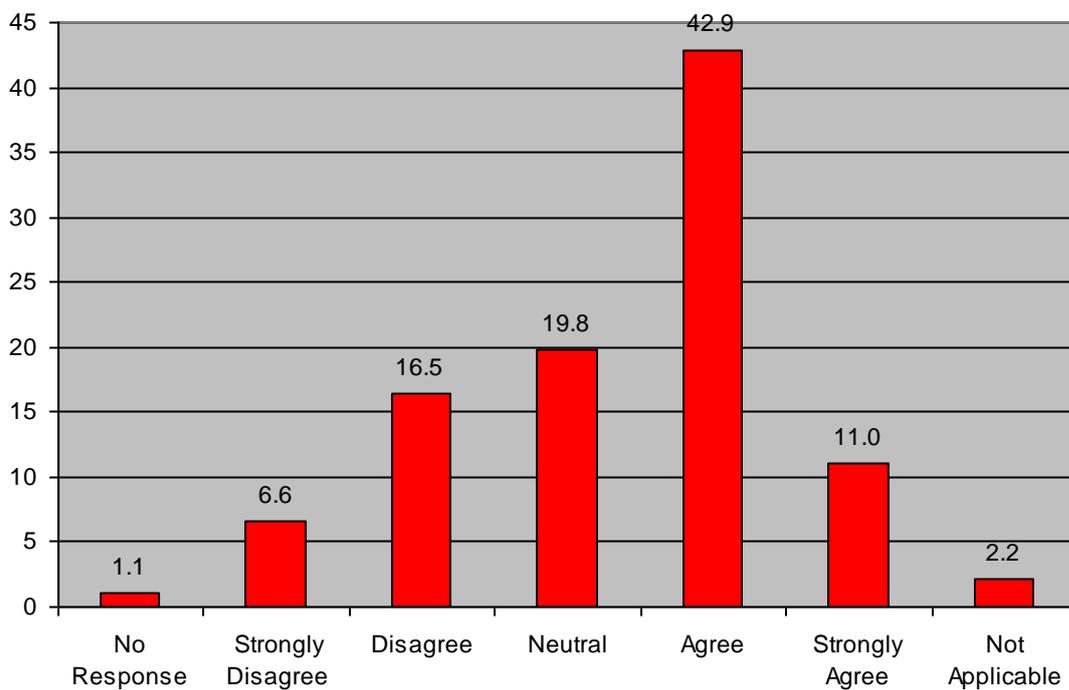


Figure 29: Adequate facilities

Discussion

Opinion on the adequacy of the facilities in the Shire is pretty evenly divided. It is reasonable to conclude that just over half of the surveyed population indicated that they were satisfied with the facilities.



3.10.6 Attendance at events outside shire

Survey Statement: I attend Arts & Culture / Festivals & Events outside the Shire every year

It was found that:

- Approximately 53% of the surveyed population responded positively to this statement.
- Approximately 18% of the surveyed population responded negatively to this statement.
- Approximately 28% of the surveyed population gave a neutral or N/A response, or gave no response at all.

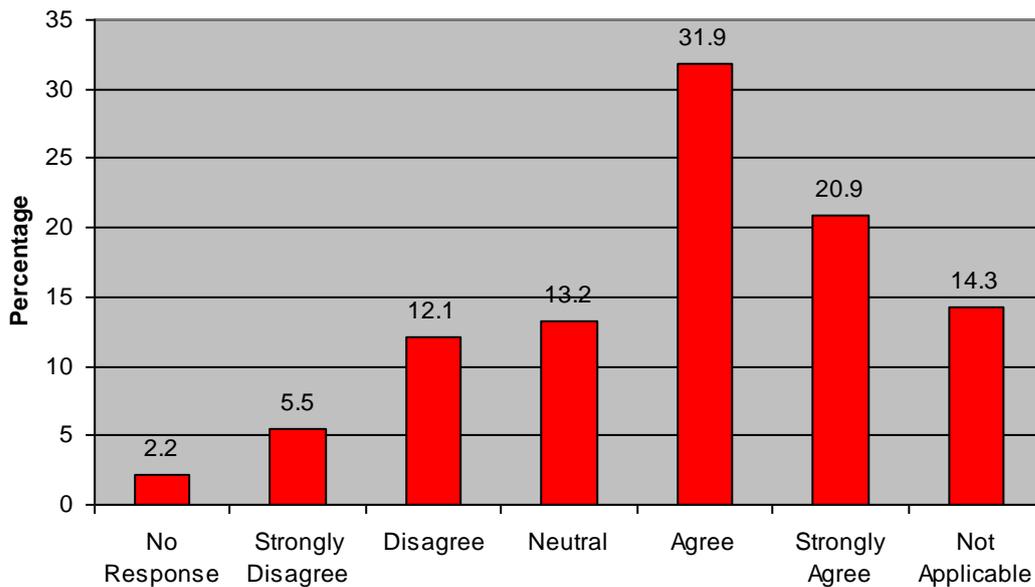


Figure 30: Attend events outside the Shire every year

Discussion

Opinion on the travel outside the Shire to attend artistic and cultural or other events is, again pretty evenly divided. It is reasonable to conclude that just over half of the surveyed population indicated that they regularly travel outside the Shire for these occasions.



3.10.7 Attendance at events inside the Shire

Survey Statement: I attend Arts & Culture / Festivals & Events inside the Shire every year

It was found that:

- Approximately 75% of the surveyed population responded positively to this statement.
- Approximately 8% of the surveyed population responded negatively to this statement.
- Approximately 17% of the surveyed population gave a neutral or N/A response, or gave no response at all.

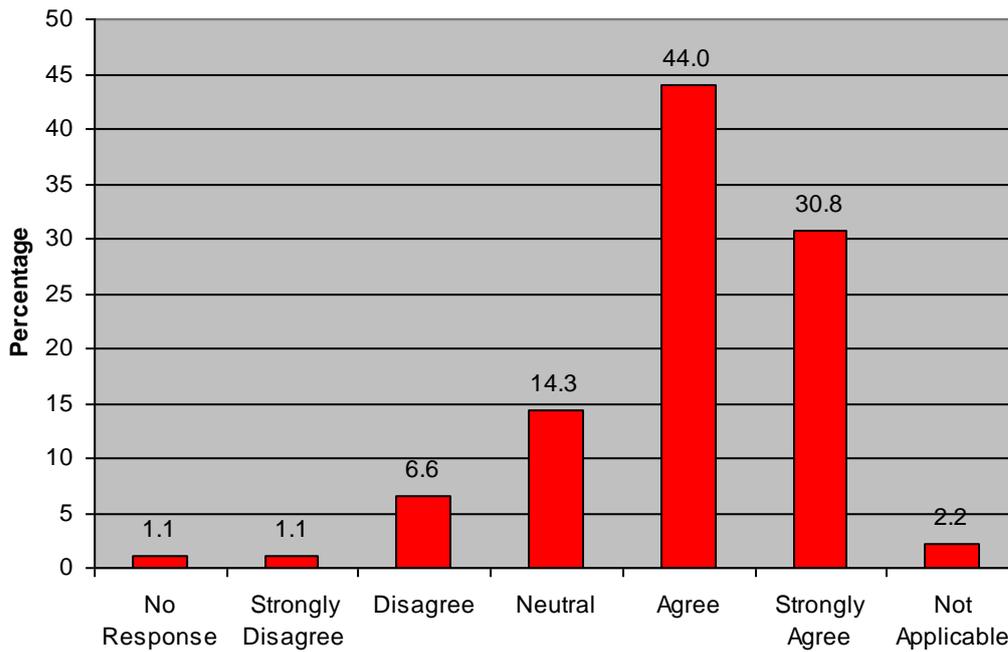


Figure 31: Attend events inside the Shire every year

Discussion

It is reasonable to conclude that roughly four of every five respondents attend Arts & Culture / Festivals & Events inside the Shire every year.



3.10.8 Encourage visitors to attend shire events

Survey Statement: I encourage visitors from outside the Shire to attend Arts & Culture / Festivals & Events inside the Shire every year

It was found that:

- Approximately 58% of the surveyed population responded positively to this statement.
- Approximately 10% of the surveyed population responded negatively to this statement.
- Approximately 32% of the surveyed population gave a neutral or N/A response, or gave no response at all.

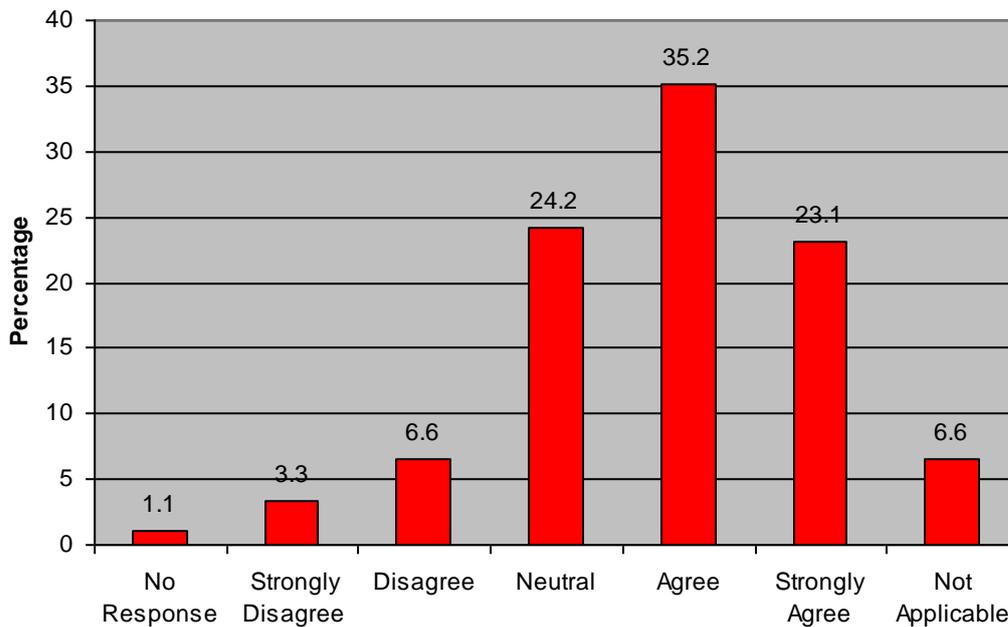


Figure 32: Encourage visitors to attend Shire events

Discussion

With 58% agreement, and only 10% disagreement, it can be concluded that the majority of respondents could be relied on to regularly encourage visitors from outside the Shire to attend Arts & Culture / Festivals & Events inside the Shire. This finding has implications for the value of the “word-of-mouth” promotions of Shire events and festivals.



3.11 Open Ended Questions

3.10.3 Events or celebrations that need assistance

Survey question: Please indicate any events or celebrations that you believe need urgent assistance from the Shire:

Information from Providers

The purpose of this question was to identify events or celebrations that require assistance. There were two responses from providers, both indicating that the Australia Day Celebrations require urgent assistance from the Shire

Information from Users

The purpose of this question was to identify events or celebrations that require assistance. The following events or celebrations were identified by users as in need of urgent assistance from the Shire:

- Australia Day (9)
- Kana (8)
- Six Day Races (5)
- COPACC Theatre (4)
- Colac Players (3)



3.11.1 Role of Council in Arts & Culture/Festivals & Events

Survey question: What role should Council play in Arts & Culture / Festivals & Events?

Information from Providers

This question was included to identify where the providers felt the Council should be involved, with the local festivals and events. The following suggestions were made:

- Administrative support (3)
- Being supportive (3)
- Advertising (2)
- Insurance (2)
- Funding (2)

The following single responses were also received from providers:

- Venue position
- Communication
- To be active and use initiative
- Provide networking support
- Increase public awareness
- To create a diary of important dates
- To assist with maintenance of paperwork
- Venue support



Information from users

Areas where arts and events users believed that the Shire could improve on services or support included the following multiple responses:

- Insurance (2)
- Venue maintenance (2)
- Increase funding (2)
- Advertising (2)

The single responses to this question were:

- Set-up assistance
- Improve power and lighting to public spaces
- To gain local/state funding



3.11.2 Improvement of Services or Support

Survey question: In what areas could the Shire improve services or support for Arts & Culture / Festivals & Events?

Information from Providers

This question aimed to identify areas where arts and events providers thought the Shire could improve on its services or support. The following multiple suggestions were made:

- Insurance (2)
- Venue maintenance (2)
- Increase funding (2)
- Advertising (2)

The single responses to this question, from providers, were:

- Set-up assistance
- Improve power and lighting to public spaces
- To gain local/state funding

Information from users

The multiple suggestions from users are outlined below in Table 3.

Area of assistance	No.	Area of assistance	No.
More financial support	12	More community theatre projects	3
Advertising	8	Increase availability through phone/email	3
Venue hire - make COPACC more affordable	8	Gallery space	2
Facilitate and co-ordinate	7	Improve/attract community support	2
Diversify events on at COPACC	5	Support volunteer training	2
Take performing arts to surrounding communities or bring small towns to performing arts	4	Employing local artists	2
Provide transport to link areas	4	Annual/ongoing workshops for community groups to learn event planning	2
Greater support for community groups	4	Educate youth	2

Table 3: Multiple suggestions for improvement of Shire support

The single suggestions from users are outlined below in Table 4.

Maintain community halls	Need to be waste wise	Provide cheaper photocopying	Liaise between groups to avoid date clashes
Ensure representatives are	Music festival	May need to employ	More promotion



present to provide manpower	needed annually	more staff	required at Kana
Support people with disabilities	Advertising - street banners, flag poles down medium strips	Not all shows suitable for all ages	More plays, bands, orchestras
Lounge Theatre in COPACC needs heating repaired	Disability parking required at Colac Arts entrance	Sell Apollo Bay tickets at Shire Office	Introduce new festivals and events
Time and money should be shared over region, not just Colac	Need a basketball/netball stadium to run bigger events	Use arm bands on Friday to avoid queue's	Need to make guidelines for all events, showing units priorities with templates and guidelines
Provide a blanket insurance policy			

Table 4: Single suggestions for improvement of Shire support

Discussion

There was a broad range of results in the User Responses section. The general theme of required support continued on, mostly in relation to advertising, and financial aid. However a few new ideas were noted, most specifically the provision of more shows for younger children, and in the incorporation of new ideas to introduce new festivals and events to the Shire.



3.12 Challenges and proposed solutions

Survey question: Please indicate the key challenges and proposed solutions faced by Colac Otway Shire Arts & Culture / Festivals & Events:

Information was sought on key challenges facing the Shire. Respondents had three questions about the short term goals (within 12 months), mid term goals (1-3 years), and long term goals (3 plus years).

3.12.1 Immediate Key Challenges and Solutions

Information from Providers

The suggestions from providers, regarding key short term challenges and solutions, are outlined in the table below.

<i>No. of responses</i>	<i>Challenges</i>	<i>No. of responses</i>	<i>Solutions</i>
1	Convince young people to be involved	1	Target young people's parents
1	More employees on council to help with festivals and events	1	Employ more staff

Table 5: Immediate challenges and solutions from providers



Information from users

Users' suggestions, on immediate challenges and solutions, are outlined below.

<i>No. of responses</i>	<i>Challenges</i>	<i>No. of responses</i>	<i>Solutions</i>
9	Need to increase participation	3	Increase advertising - email, posters, word of mouth, review costs
7	Make COPACC more affordable	1	Subsidy
4	Communication with community needs		
4	Cater for changing needs of populations over whole region		
4	Ensure funds and subsidies occurring		
3	Transport Bus from Apollo Bay to COPACC		
3	Get People to come to the area	1	Bus Services
3	Availability of COPACC at reasonable funding level for community groups	2	Change cost structure
3	Encourage younger people to be involved	1	Canvas secondary schools and youth organisations, target young people's parents
2	Classify what is a special event/festival	2	Clarify what department will financially support
2	Need to justify amount spent in area	1	Council to look at responsibilities to rate payers
2	Increased costs	1	Keep prices down
2	Need to liven up festivals	1	Employ energetic, creative artists
1	Revitalise current events		
1	Use Arts Vic MOU's		
1	Ensuring waste wise	1	Work with environment unit and waste management
1	Develop New Community Arts projects	2	Public meeting to prioritize future projects
		2	Apply for federal/state/government funding
1	Public Liability Insurance	2	Assist groups, direct them towards cheaper alternatives
1	Greater use of Foreshore	1	Involve Service Clubs in Projects - eg Apex, Lions
1	Attract Sponsors	1	Canvas needs of possible sponsors
1	Increase number of events		
1	Larger Grants - advertising and insurance mainly	1	Advertising most important
1	Need to keep attention on other places than COPACC		
1	Sculpture Park - looks bad, not well respected	1	Remove all sculptures and replace with ones that tell Shire history
1	Encourage smaller local events	1	Don't just focus on profit, but community spirit
1	Get Lake Colac presentable	1	Money, funding, bike track
1	Target primary age children	1	Needs to be accessible, but cheap, during school hours
1	More use of gardens and foreshore for events		
1	Hold more events at COPACC	1	To keep cost down and involve community more
1	Public Insurance policy	1	Because cost is too high
1	Finishing strategies	1	To support and assist officers in future planning and implementation
1	Get more musical bands and performers		

Table 6: Immediate challenges and solutions from users



3.12.2 Medium Term Challenges

Information from Providers

The suggestions from providers, regarding key short term challenges and solutions, are outlined in the table below.

<i>No. of responses</i>	<i>Challenges</i>	<i>No. of responses</i>	<i>Solutions</i>
2	Provide support to assist community groups with funding submissions	1	Lobby with governments to ensure only useful and productive events continue

Table 7: Medium term challenges and solutions from providers



Information from Users

The suggestions from users, regarding key short term challenges and solutions, are outlined in the table below.

No. of responses	Challenges	No. of responses	Solutions
6	Increase community involvement	1	Money, support, advertising, lower cost of entry
6	Encourage performers to come to Colac	2	Provide older entertainment at night, once people have finished work
4	Maintain quality COPACC season	1	Return to previous format, have each artist present small amount of art work at start of season
4	Provide Transport to events	1	Bus system
3	Get a big event into Colac	1	Find a unique product
3	Seeking funding		
2	Consolidate short term needs		
2	Provide more support for local artists, with exhibitions and promotion	1	Offer more workshops to increase skills, connections to galleries, funding etc
2	Harness local talent	1	Provide projects to involve local talent with minimal input from outsiders
2	Maintain current infrastructure	2	Constant checkups
1	Capitalise on key attractions		
1	Maintain small size of event	1	Limit numbers, have more venues
1	Provide volunteer organisational training	1	Educational experiences
1	Make foreshore more appealing to community		
1	More Street Art	1	Run Competitions
1	Create a Festival Diary/Calendar	1	Diary/Calendar will promote to local area
1	Form interest groups	1	Attract and Assist
1	Increase older entertainment	1	Classical music, ballet, opera; Gilbert and Sullivan
1	Involve children	1	Communication, establish needs, funding, providing locations
1	Rotunda and seating on lake foreshore going to waste	1	Encourage use, i.e. Carols by Candlelight
1	Work on Lake Colac	1	Chase funding
1	Get Council help	1	Get new councillors
1	Hold more events at COPACC	1	To keep cost down and involve community more
1	Encourage preferred types of events to encourage participation		

Table 8: Medium term challenges and solutions from users



3.12.3 Long Term Challenges

Information from Providers

The suggestions from providers, regarding key long term challenges and solutions, are outlined in the table below.

<i>No. of responses</i>	<i>Challenges</i>	<i>No. of responses</i>	<i>Solutions</i>
2	Provide support to assist community groups with funding submissions		Lobby with governments to ensure only useful and productive events continue

Table 9: Long term challenges and solutions from providers



Information from users

The suggestions from users, regarding key long term challenges and solutions, are outlined in the table below.

No. of responses	Challenges	No. of responses	Solutions
7	Get the youth involved	2	Through schools
4	Keep aware of communities needs		
3	Cater for everyone	1	Watch standards of language - especially at COPACC
3	Develop cultural and artistic life of the town	1	Increase community arts projects
3	Increase access to COPACC	1	Decrease cost, make more dates available to community
3	Increase advertising		
3	Increase participation and attendance	1	Better advertising, review entry costs, maintain variety of events
2	Provide suitable gallery for public exhibition	1	Adapt suitable existing venue
2	Make COPACC building more available and cheap	2	Cheaper prices, but more shows
2	Seek Funding	1	Educate people on gaining grants
1	Community cultural challenges	2	Community effort
1	Help as many events become self sufficient	1	Financial funding
1	Upgrade toilet facilities at Memorial Square	1	Knock down and rebuild bigger user-friendly, boys can't reach urinal
1	To continue good quality entertainment		
1	From a Festival that is unique/interesting	1	Research
1	Increase entertainment for older generation	1	Classical music, ballet, opera; Gilbert and Sullivan
1	Static library for Apollo Bay		
1	Need one main event for Colac		
1	Promote tourism in Colac	1	Allow changes, tourism promotions
1	To bring a major cricket or football match to the reserve	1	To instigate improvements to central reserve and surrounds
1	Monitor benefits	1	Tracking mechanisms with tools that detail the benefits of the activities



4. Conclusions & Recommendations

5.1 Conclusions

A broad brush picture of recreation in the Colac Otway Shire is one of a wide variety Arts & Culture / Festivals & Events. The most significant conclusions were:

- Approximately 38% of the surveyed population was actively involved in 2D visual arts, and 64% were passively involved.
- Approximately 20% of the surveyed population was actively involved in 3D visual arts, and 60% were passively involved.
- Approximately 34% of the surveyed population was actively involved in literature, and 50% were passively involved.
- Approximately 45% of the surveyed population was actively involved in performing arts, and 82% were passively involved.
- Approximately 30% of the surveyed population was actively involved in history, and 60% were passively involved.
- Approximately 37% of the surveyed population was actively involved in community workshops, and 48% were passively involved.
- Approximately 29% of the surveyed population was actively involved in public arts projects, and 52% were passively involved.
- Less than half of the surveyed population (44%), believed that Arts and Culture, Festivals and Events get adequate support from the Shire.
- Approximately 70% of the surveyed population believed that Arts and Culture, Festivals and Events should be maintained and funded by the Shire.
- Approximately 58% of the surveyed population believed that Arts and Culture, Festivals and Events in the Shire require significant development.
- Approximately one third of the surveyed population believed that Arts and Culture, Festivals and Events gets sufficient community support.
- Approximately half (53%) of the surveyed population attends Arts and Culture, Festivals and Events outside the Shire every year.
- Approximately three quarters (75%) of the surveyed population attends Arts and Culture, Festivals and Events inside the Shire every year.
- Approximately 58% of the surveyed population encourages visitors from outside the Shire to attend Arts and Culture, Festivals and Events inside the Shire every year.



4.2 Recommendations

As the majority of the respondents were from Colac and Apollo Bay, it is recommended that the Shire carry out research that is targeted at the stakeholders in other areas, order ascertain what strategies can gain further support for Arts and Culture, Festivals and Events initiatives.

The research undertaken in 2006 did not address the issues of “who are the end users”. It is therefore recommended that some form of end user identification research would be worth further attention.

24 May 2006

Name
Address
Town P/code

Dear Festival & Events/Arts & Culture Supporter,

The Festivals & Events and Arts & Culture Departments at the Colac Otway Shire wish to thank you for your contribution and participation in the region's festivals & events and/or arts & culture, for which the region has a deservedly outstanding reputation.

In order to further improve the planning and operations of the Shire's festivals & events and arts & culture resources, we are undertaking a survey which will give you the chance to provide input into the Colac Otway Shire's festivals, events, arts and/or culture planning. We welcome your honest views in relation to this planning, and any suggestions that you may have.

It should be noted that the list of events in question #6 of the survey is not meant to be an exhaustive list. These events have been included as they are "key" events for the Colac Otway region, and are managed by external committees. There may be others that you wish to include in your response.

Enclosed is a short survey which we would like you to complete and return in the enclosed reply paid envelope. We are hoping to receive your survey by Friday 9 June, 2006.

Colac Otway Shire has commissioned the University of Ballarat to receive and analyse the surveys and conduct related research. The survey will assist the Colac Otway Shire in its festivals & events and arts & culture planning over coming years. All information received will remain strictly confidential.

If you wish to make any comments in addition to the survey for consideration under the Festivals & Events and/or Arts & Culture Strategies please forward your submission also by Friday 9 June 2006 to: Arts and Culture/Events Strategy,

Colac Otway Shire
PO Box 283
Colac 3250.

Your responses will be valued and will assist in improving the Colac Otway Shire service to you.

Yours Sincerely,



Jodie Fincham
Festivals & Events Officer
Colac Otway Shire



Irene Pagram
Arts & Culture Co-ordinator
Colac Otway Shire

CODE #

1. What is your gender?

Male	Female
1	2

2. What is your normal place of residence?

Town/City/area	Postcode

3. What is your age?

Under 18	1	51 – 60	5
18 – 30	2	61 – 70	6
31 – 40	3	71 - 80	7
41 – 50	4	Over 80	8

4. Please indicate your level of active involvement (eg. participant, artist, actor) in artistic and cultural activity, using the scale below:

1	None	4	5	Significant		
2	Very limited	5	Very significant			
3	Limited					
Visual arts - 2D (eg. drawing, painting photography, , etc)	1	2	3	4	5	N/A
Visual Arts - 3D (eg. woodwork, pottery sculpture, etc)	1	2	3	4	5	N/A
Literature	1	2	3	4	5	N/A
Performing arts	1	2	3	4	5	N/A
History/Heritage	1	2	3	4	5	N/A
Community workshops	1	2	3	4	5	N/A
Public Arts projects	1	2	3	4	5	N/A
Other (please specify)	1	2	3	4	5	N/A
(a) _____	1	2	3	4	5	N/A
(b) _____	1	2	3	4	5	N/A

5. Please indicate your level of passive involvement (eg. spectator/audience member) in artistic and cultural activity, using the scale below:

1	None	4	5	Significant		
2	Very limited	5	Very significant			
3	Limited					
Visual arts 2D (eg. drawing photography painting, , etc)	1	2	3	4	5	N/A
Visual Arts 3D (eg. pottery woodwork, sculpture, etc)	1	2	3	4	5	N/A
Literature	1	2	3	4	5	N/A
Performing arts	1	2	3	4	5	N/A
History/Heritage	1	2	3	4	5	N/A
Community workshops	1	2	3	4	5	N/A
Public Arts projects	1	2	3	4	5	N/A
Other (please specify)	1	2	3	4	5	N/A
(a) _____	1	2	3	4	5	N/A
(b) _____	1	2	3	4	5	N/A

6. Please indicate which of the events, festivals or celebrations listed below you have heard of, or attended in the Shire:

Event	Heard of	attended	
Kana			a
Apollo Bay Music Festival			b
Birregurra Weekend Festival			c
Spirit of Christmas			d
Australia Day			e
Other (please specify):			f

7. Please indicate below the facilities you have attended to view Shire events, festivals or celebrations (eg. Memorial Sq, Kana):

--

8. Please respond to the following statements, using the scale below:

1	Strongly disagree	4	5	Agree	
2	Disagree	5	Strongly agree		
3	Neutral	6	Not Applicable		
I believe Arts & Culture / Festivals & Events I patronise get adequate support from the Colac Otway Shire.					
1	2	3	4	5	N/A
I believe that Arts & Culture / Festivals & Events should be maintained and funded by the Shire.					
1	2	3	4	5	N/A
I believe that Arts & Culture / Festivals & Events in the Shire require significant development.					
1	2	3	4	5	N/A
I believe that Arts & Culture / Festivals & Events in the Shire get sufficient community support.					
1	2	3	4	5	N/A
Our facilities adequately cater for our Arts & Culture / Festivals & Events needs.					
1	2	3	4	5	N/A
I attend Arts & Culture / Festivals & Events outside the Shire every year					
1	2	3	4	5	N/A
I attend Arts & Culture / Festivals & Events inside the Shire every year					
1	2	3	4	5	N/A
I encourage visitors from outside the Shire to attend Arts & Culture / Festivals & Events inside the Shire every year					
1	2	3	4	5	N/A

--



Arts & Culture / Festivals & Events Survey: 2006

CODE #

9. Please indicate any events or celebrations that you believe need urgent assistance from the Shire:

10. What role should Council play in Arts & Culture / Festivals & Events?

11. In what areas do you think the Colac Otway Shire could improve services or support for Arts & Culture / Festivals & Events?

12. Please indicate the key challenges and proposed solutions faced by Colac Otway Shire Arts & Culture / Festivals & Events:

12(a) Immediate Key Challenges (coming 12 months):

Proposed solutions:

12(b). Medium Term Challenges (1-3 years):

Proposed solutions:

12(c) Long Term Challenges (3 plus years):

Proposed solutions:

THANK YOU FOR YOUR ASSISTANCE

APPENDIX 4

EVENT AUTHORISATION

Name of Festival/Event.....

Date and location of Event.....

Please return this form with any comments to the Events Officer within 2 weeks of date of referral

Department	Referral Date	Reply Date
Events Coordinator		
Local Laws		
Risk Management Co-Ordinator		
Health Dept.		
Building		
Workcover Permits		
COSWorks		
Waste Management		
Fire Prevention Officer		
Traffic Management		

Approval subject to the following documentation submitted:

- Risk Management Plan
- Traffic Management Plan, including emergency contact listing
- Workcover Permit
- Written Approval from the appropriate authority (If road closure or detour is required)
- Approval of local Police Station
- Listing of all equipment required

Approval given by: _____

Events Officer

Risk Management

Date ____/____/____

Date ____/____/____

APPENDIX 5

Colac Otway Shire Festival Support Fund Evaluation Form

Please complete this form and return to Jodie Fincham at the Colac Otway Shire Offices 2-6 Rae Street Colac, one month after the date of your festival.

This report will assist the Committee in determining what went well and what didn't with your festival planning and results. This report will also assist the Business and Community Development Department to determine the degree of support your festival will be eligible for in the next funding round.

Please send any copies of press clippings, articles, list of radio interviews and so we can complete our documentation of your project. Do not send any originals, as they will not be returned. It is strongly advised that you keep a scrapbook of advertisements, photos, flyers etc for your own records

Festival Name:

Date:

Did the date of the festival clash with any other local or close external festivals or events?

Location:

Was the location of the festival appropriate? What worked and what didn't?

What is the main aim of the festival? Attach a mission statement if you have one.

What is unique about your festival?

Participation and estimated attendance: Include a description of those attending the event. Did the people who the event was aimed at attend? (eg family groups, teenagers)

What was the general program of the festival?

Did the activities in the program work well?

What was the most popular event (who attended or participated in what the most)?

What was the least popular event and why? How could it be improved or replaced?

How many volunteers helped?

Estimated number of hours they were involved on the day?

How many people helped leading up to the event?

Safe and Legal:

Was the location and activities of the festival safe? Were there any mishaps or incidents? What action could prevent this from happening again?

Were all the appropriate authorities contacted and present at the festival such as the Police, St John, CFA? Identify any problems and suggest how they might be avoided at the next festival.

Attach a copy of the site plan, indicating where the activities and structures were and where the access for emergency vehicles and road closures to the area were.

Were all the correct procedures followed, such as road closures and liquor permits. What if any problems arose?

Did the festival committee have the appropriate insurance?

Was the Colac Otway Shire indemnified against any responsibility in your insurance policy?

Health and Safety:

Were there enough rubbish bins in the correct locations?

What state was the festival site left in?

Were there enough toilet facilities?

Were the toilets maintained during the festival?

Did the maintenance volunteers take the appropriate health precautions?

Did the committee check that the food vendors were adhering to the recommended health and safety guidelines during the festival?

Contribution to the local economic community

Demonstrate how the festival may have increased the visitor expenditure and generated income into the local economy. *For example ask local businesses what percentage their turnover increased or decreased, shops, restaurants, overnight accommodation, tourist attractions etc.*

Budget:

Was the event staged within the budget? If not why not?

How did the budget match up to the real expenditure?

Fill in the attached budget pro forma and supply an audited statement.

What could be altered to ensure the event was in budget the following year?

Who sponsored the event? *(Include financial and in kind)*

What did they give and what did they get?

Were the sponsors satisfied with the festival and the promotion that they received?

Have they been formally thanked, asked for feedback and approached for sponsorship for the next festival?

What groups fundraised at the event and how much profit did each group make?

Community Involvement

How did the festival involve community groups and members of the community in the production of the festival?

How did these groups/members benefit? (*Fundraising/Civic Pride/Promotion and Exposure/Enjoyment/Skill development*)

What have been some of the responses from the community in regards to the festival?

Cultural Involvement:

What cultural opportunities did the festival provide to the local community?

Will any future partnerships/projects be generated as a result of the festival?

Publicity and Marketing:

Was the publicity and marketing of the festival successful?

How was it successful and how could it be improved?

Thank you for taking the time to complete the above evaluation form.



Event Application

To be returned to Colac Otway Shire Council:

Events Officer, Jodie Fincham

2-6 Rae St, PO Box 283

Colac, Victoria 3250

ph 03 52 329 516

email: jodie.fincham@colacotway.vic.gov.au

Name of Event:

Purpose of event:

Name of organizing body:

Contact person/s:

Address:

Contact Details:

Location of event:

Date:

Duration (including set up and pull down times):

Number of person expected to attend:

Admission Charges - Tickets

Name of body, which controls the event:

1. Do you have permission from the land manager?
Not applicable NO YES Please attach permission document

2. Have you organized public liability?
Not applicable NO YES Please attach permission document

3. Does the event require:
 - a. Road closures?
Not applicable NO YES Please include details on site plan

 - b. Traffic management
Not applicable NO YES Please provide traffic management plan & include details on the site plan

Colac Otway Shire Council

c. Signs and barricades?

- Not applicable No YES Please include details on site plan
4. Will the event require temporary fencing?
Not applicable NO YES Please include details on site plan
5. Does the event have access to public toilets?
Not applicable NO YES Please include details on site plan
6. Does the event have parking requirements?
Not applicable NO YES Please include details on site plan
7. Will the event include the sale or consumption of alcohol?
Not applicable NO YES Please attach Liquor license
8. Will the event provide food and beverage?
Not applicable NO YES Please attach temporary Food premises Permit for each vendor
Please attach copy of food handling certificate, copy of food registration
Copy of 10 & 11 food safety plan
9. Will the event require additional garbage and recycling services?
Not applicable NO YES Please attach details and indicate location of bins on site plan
10. Do you have access to potable water?
Not applicable NO YES Please attach details and indicate location of taps on site plan Not
11. Do you require access to electricity?
Not applicable NO YES Please attach details and indicate location on site plan
12. Will there be fireworks?
Not applicable NO YES Please attach details and permit
13. Will the event require any temporary structure?
Not applicable NO YES Please attach Occupancy permit (if applicable) and include details on the site plan.
14. Does the event have a risk/emergency management plan?
Not applicable NO YES Please attach plans

Colac Otway Shire Council

15. Does the event have security?

Not applicable NO YES Please attach details

16. Have all other affected authorities eg. Police, Vic Roads, CFA been advised?

Not applicable NO YES Please attach details

17. Does the event have provision for first aid?

Not applicable NO YES Please attach details

18. Will the event require roadside signage?

Not applicable NO YES Please attach Permit and include details on site plan.

19. Will the event use a Public Address or sound system?

Not applicable NO YES Please attach details

20. Does the event have a site (layout) plan?

Not applicable NO YES Please attach site plan

Event Permit Responsibility Checklist

<i>TASK</i>	<i>COMPLETED</i>
Administration Team	
Public Liability and event insurance	
Lodging of permit applications	
First aid provision	
PA system	
Operations Team	
Site Plan and Emergency plan (Notification of police, CFA etc)	
Road closures and traffic management and parking requirements	
Security arrangements	
Signs and barricades and temporary fences	
Consumption of alcohol and food and beverages	
Road side advertising signs	
Public toilets, power and water accessible	
Waste management issues	
Fireworks permits	
Planning and occupancy permits	

APPENDIX 7

Standard Pro-Forma for Collecting and Receiving "Super 11" Benchmarking Data

Strategic Plans

Colac Otway Shire is currently producing a 5 year strategic plan for Arts & Culture and for Events. We are seeking benchmarking information on staffing and resource levels, portfolio break up, budgets

Questions	Answer type	Colac Otway	Macedon Ranges	Mildura	Mitchell	Moorabool	Moyne	Surf Coast
Staffing levels and portfolio areas - EVENTS	Number of Staff and portfolio areas	0.8 EFT Events Officer (includes 0.2 EFT DSE funded for 3 years) signature events such as Apollo Bay Music Festival, 5 smaller annual local festivals, 3 signature sporting events, one off events and celebrations, FReeZA delivery, Otways Hinterland developments.	Tourism & Events 3 x 1.0 EFT - Team Leader, Events Officer, & 2 Tourism Operators (Job share)	events unit 3 x EFT	0.5 combined tourism staff with support role for events. Also youth officer delivering Freeza events	No dedicated staff. Events matters handled by Comm. Dev Officer and Comm. Culture and Arts Officer	Nothing dedicated. Youth Officer manages FreeZa events.	24 hrs + limited admin
Staffing levels and portfolio areas - PERFORMING ARTS AND CULTURAL CENTRES	Number of Staff and portfolio area	1.0 EFT Colac Otway Performing Arts and Cultural Centre manager - venue management, marketing, program delivery. 1.0 EFT Operations Officer - theatre technician duties, bookings. 0.5 Functions Officer - hall keeping duties, support to hirers. 0.2 EFT comprising 7 casual staff - theatre bump in/out, theatre technicians lighting/sound, duty supervisors for external hirers. 0.2 School based apprentice - admin support.	1.0 EFT Cultural Development Team Leader; management, programming, initiating cultural programs. 1.0EFT Venue Supervisor; marketing & promotions, facilitating touring performances.0.8EFT Venue Technical Supervisor: technical operations & maintenance, room hire bookings. 0.6 EFT Projects Coordinator: liaison with projects team, administrative management, systems development, bookings; 0.4 EFT Box Office Administration box office bookings, front of house duties 0.4 EFT comprising 7 casual staff - theatre bump in/out, theatre technicians lighting/sound, duty	MAC Theatre dedicated staff: theatre co-ordinator (foh) 1 x FT, technician 1 x ft. Shared staff: arts manager 1 x .3, exhibits & tech officer 1 x .3, reception 1.5 x .3, mktg 1 x .3, cleaners 1.5 x .3	No performing arts or cultural centres operating in Mitchell at this time	N/A	N/A - no Performing Arts Centre in the Shire	SurfWorld Museum and small community - Ocean Gallery - eft 1(managed by Surfworld complex manager) Grant - just completed - Professional in ResidenceArt Vic

			supervisors for external hirers and ushers / front of house.					
Staffing levels and portfolio areas - ARTS AND CULTURE	Number of Staff and portfolio area	1.0 EFT Arts and Culture Coordinator (includes 0.2 Youth in the portfolio) team leader, theatre programming and audience development for COPACC, visual and community arts, community cultural development initiatives, arts business, indigenous and multicultural projects.	Responsibility of Cultural Development Team Leader (as above), and Project Coordinator. 0.3EFT Museum Curator. 0.3EFT Museum Collections Officer 0.2 2 casuals as required for museum support	Gallery & heritage house: Same shared staff as above. Dedicated staff: exhibitions co-ordinator 1 x FT, Outreach 1 x PT .3,	Manager of Libraries Arts & Culture 0.4 EFT to arts & Culture Youth Officer 0.8 eft dedicated to arts	0.5. Community Culture+ Arts Development Officer shared with Hepburn Shire on Arts Vic CLO funding for 2 years	0 - soon to participate with Glenelg in a RADO position being funded by RAV. RADO will report to Director Community & Corporate Support for Moyne related matters	24 hrs - all arts - community/business - libraries/historical societies Community festivals etc Joint agreement - RAV/Golden Plains/SCS - re RADO - based up to 2 days in SC shire Concentrating on hinterland arts development.
ADMIN SUPPORT- Staffing levels and portfolio areas	Number of Staff and portfolio area	0.6 EFT Admin support		0 admin support	0.2 Admin support including web site updates for community events	Nil	None at the moment - 1 admin person for entire directorate proposed in 06/07 budget	Shared between - 20 or more people!!
Staffing support	Other support ie EFT, salaries, pool car, x 5 mobile phones, office accomm	4.7 EFT salaries, pool car, x 5 mobile phones, office accomm	2 x mobile phones, 1 car phones, computers office accom	2 cars, 3 mobile phones		Share with Hepburn expenses for car, phones, petrol, home office etc	No vehicles, Youth Officer has mobile phone	Mobile phone/ use of pool cars etc
Resource allocation for Arts and Culture Team	Funding sources and amounts	INCOME: DSE Grant \$55,000 FReeZA grant \$19,800, NYW Grant \$2,000. EXPENDITURE Council budget: Events \$103,000, COPACC \$520,000, Arts and Culture \$210,000, Youth \$2,000	Income: Arts Victoria \$35,000; Individual grants specific to Cultural Development projects, Box office income \$75,000. Museum visitation \$7650 Expenditure: Council budgets - 4326,839 for Cultural development program (inclusive of Performing arts, Museum and projects)	arts vic touring grant \$42,000, arts vic gallery grant \$80,000	Income Freeza grant \$19,450 Expenditure Council Budget :events sponsorship \$50,000,Arts & Culture \$5,000 Youth \$2000	No specific budget allocation for C+A. Fiscal 2006/07 includes \$2000 for general C+A costs, recurrent expenditure grants to museums/ historical societies. Events \$20,000 in Grants. Arts Vic funding for CCALO position \$100,000 over 2 years.	FreeZa funding - \$5835 Council's Arts and Culture Advisory Committee (community committee) can access \$10,000 for projects RADO will have budget of \$5000 in 2006/07	Shire budget External grants(State and Federal)/ fundraising/ sponsorship Funding agreement with RAV re RADO

¹ Responses from Shires not received: Baw Baw, Benalla, Campaspe, Corangamite, Mansfield, Moira, Swan Hill & Wellington

APPENDIX 8



**COLAC OTWAY SHIRE
EVENTS, ARTS AND CULTURE
Community Forum Final Report 2006**

Conducted by

Performance Marketing

University of Ballarat

June, 2006





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EXECUTIVE SUMMARY

In April 2006, discussions were held between Dr Robin Tait and Ms Alana Wearne of the University of Ballarat, and Ms Jodie Fincham and Ms Irene Pagram of Colac Otway Shire, on the involvement of Performance Marketing in the creation and validation of the Colac Otway events plan and the arts and culture plan. Following this meeting a two part research project was developed. Part 1 was a survey (this component is addressed in a separate report). Part 2 was a series of two community forums; one to be held in Colac and one in Apollo Bay.

The community forums were analysed qualitatively, using triangulations and theme searches. The information developed from the two Focus Groups was very different, and therefore has been presented separately.

It was found that the issues of concern to the Colac stakeholders were:

- The Kana Festival needs some new life, but, though the desirability of new attractions seemed to be well supported, the cost of bringing them to the event was said to be prohibitive. In the past the Kana Festival utilized a larger area, but space has been reduced in size due to the necessity of power access. It was suggested the Shire consider supplying a generator.
- The Birregurra Festival is largely an outdoor event held in October, usually a month of high rainfall. Holding an outdoor music event at that time of year can be problematic. It was suggested the Festival organisers investigated the viability of a marquee.
- Metamorphosis was a well run and successful event aimed at introducing the community to the arts. However no plans have been developed to maintain community interest. As a community arts project it was exemplary, and could provide a template for further projects.
- COPACC was seen as a quality venue, but not very accessible because of the inflexibility of the cinema leasing agreement. Security is also an issue at COPACC. There are concerns that it is not a secure venue for visual arts and touring exhibits. A perception that the venue is too expensive to hire was also expressed.
- Incfest is a small event but it is significant in the disability community. It is well run however, the organisers need to broaden promotion of the event to the community.
- There are several informal singing groups throughout the Shire. These groups generally have a low level of structure and good community support. Nevertheless, they would benefit from more promotional and organisational support from the Shire.
- There is an ambition to get the “After school be Active Arts” program to extend outside Colac. Consequently supporting the young artists and musicians in the smaller communities as well as within Colac.
- The Colac Community Development Association Inc. provides a music course for “kids at risk” and/or with learning disabilities. It was described as a program “worth supporting, but in need of funding”.
- It was felt that the Shire’s website is not user friendly. This deters organisations from using this as a means of promoting events.
- For many people the only source of information about events, arts and culture is the local paper, which regularly fails to publish time, date and place.
- There is a problem with people booking events with conflicting dates due to a lack of communication from events organisers. This was seen a community wide problem, and one to which a solution was not suggested.

It was found that the issues of concern to the Apollo Bay stakeholders were:

- The Shire sometimes advertises in The Echo. However, The Echo’s circulation does not include the whole Shire. The Apollo Bay News Sheet and The Otway Light were suggested as additional news sheets that the Shire should both subscribe to and advertise in. It was also suggested that the Shire Coordinators, in arts and events, should make contact with the editor of the arts section in the Apollo Bay News Sheet and the Colac Herald, to ensure that essential information about dates and venues be included in editorials.



- The Apollo Bay populace needs three to four weeks notice of upcoming events to ensure community support. Currently, there is a feeling that notification is not early enough.
- The Community Calender published by the Shire is accessible via the web. However, there is a need for it to be more regional, this would allow for better planning of events and the avoidance of clashes between Shire events and those events held outside the Shire boundaries.
- It was suggested that a representative from each group, event or organisation mentioned in this report communicate with the Shire, to pass on information regarding upcoming events. The difficulties inherent in this suggestion were acknowledged.
- A bus is regularly organised to take patrons from Apollo Bay to Colac for shows at COPACC. It was suggested that the travel details of this bus be advertised in the COPACC brochure.
- Some of the Focus Group participants felt that shows could be held at the Mechanics Institute in Apollo Bay. The belief was that they would be well patronised.
- It was widely agreed that power and lighting need to be improved, on the foreshore, for the Music Festival. There are not enough light poles in the Festival area and an underground electricity supply is needed for OH&S and aesthetic reasons.
- It was suggested that poles be erected on both sides of the main street to which banners would be placed in order to advertise Apollo Bay's events and activities to tourists.
- A well planned submission was made for a Marine Life Festival in which all levels of the Apollo Bay community could participate.
- The Mechanics Institute needs a new roof as the current roof leaks.
- The Senior Citizens Centre needs new chairs. The current chairs have been damaged in storage. The Centre also requires moveable track lighting for art shows.
- The Youth Club requires renovation, although mostly aesthetic as the building is structurally sound. Work required includes: kitchen renovation, repair to the floor, internal painting and landscaping of the garden.

It was agreed by the participants at the Apollo Bay Focus Group that the Shire's priorities in the area of arts and culture should be (i) promoting essential details regarding the bus to Colac, (ii) shows from COPACC to be held in Apollo Bay, and (iii) more timely information from the Shire.

It was agreed by the participants at the Apollo Bay Focus Group that the Shire's priorities in the area of events should be (i) foreshore power and lighting, (ii) timely promotion of events in news sheets, and (iii) investigation of the viability of a Marine Life Festival.

INTRODUCTION

In April 2006, discussions were held between Dr Robin Tait and Ms Alana Wearne of the University of Ballarat, and Ms Jodie Fincham and Ms Irene Pagram of Colac Otway Shire, on the involvement of Performance Marketing in the creation and validation of the Colac Otway events plan and the arts and culture plan. Following this meeting a two part research project was developed. Part 1 was a survey (this component is addressed in a separate report). Part 2 was a series of two community forums; one to be held in Colac and one in Apollo Bay.

Present at the two community forums were: two researchers from the University of Ballarat to lead the discussion and record the themes, issues and suggestions; the Colac Otway Shire Arts and Culture Coordinator and Events Coordinator were also present.

COMMUNITY FORUM DISCUSSION QUESTIONS

Although the main purpose of these forums was to become informed of community concerns and suggestions regarding arts, culture and events. A set of questions was developed by the researchers and the Shire Coordinators. These questions, and a number of ancillary questions to prompt discussion, were:

Level of Community Support for these Events

Can you state what events, festivals or celebrations (EFC's) and Arts Programs/activities the community is likely to support?

- Events, festivals or celebrations (EFC's)
- Arts Programs/activities (APA's)

Future Development of Arts Venues

Future development of Arts venues, eg. community arts spaces, studios workshops, galleries etc.

- What type of Arts venues do you know of (can we classify these)?
- Of the arts venues you are most familiar with, do you think it is/they are adequate for the use it is/they are being put to?
- Into what kind of arts venues should the Shire invest its resources?
- Speaking for yourself, and/or the community, what arts venues should be funded by Shire?
- Are there arts venues that you believe need urgent assistance from the Shire?
- Why do you believe they are in need of urgent assistance?

Condition of the Venue

- What venues do you commonly use?
- What are their strong/weak points (size, quality. location)?

Events that should be Maintained / Funded by Shire - How?

Expand existing EFC's or develop new ones?

- Into what kind of EFC's should the Shire invest its resources?
- Speaking for yourself, and/or the community, what EFC's should be funded by Shire?
- Are there events/celebrations that you believe need urgent assistance from the Shire?
- Why do you believe they are in need of urgent assistance?

Funding

- How should the APA and arts venue funding be allocated? – Venue managers to apply for an (existing) annual budgetary allocation (including sponsorship) OR apply for funding through Community Projects Fund?
- How should the EFC funding be allocated? - Events providers to apply for an (existing) annual budgetary allocation (including sponsorship) OR apply for funding through Community Projects Fund?

Communication of Information

- How should the Shire be communicating its EFC information to (i) you, and (ii) the community?
- How should the Shire be communicating its Arts Services, Arts Programs and Arts activities information to (i) you, and (ii) the community?

Future Challenges and Solutions

- What are the most significant challenges facing the Shire (i) now, and (ii) long-term in regard to EFC's and Arts Services, Arts Programs and Arts activities?
- Do you have any ideas what the solutions to these challenges are?

Shire's Role

- What is Shire's role in assisting, maintaining or developing events/celebrations in the Shire?

The open ended responses were analysed qualitatively, using triangulations and theme searches.

RESULTS AND DISCUSSION

FOCUS GROUP 1 – COLAC: 1 June 2006

In interpreting the following information, it should be noted that qualitative data cannot be generalised to a wider population. The information consists of the ideas and opinions of a small number of people, and these should not be seen as a reflection of the ideas and opinions of the communities they represent.

Colac Focus Group Participants

	Participant	Group
1.	Lynne Richardson	Arts Colac Warehouse
2.	Kree Harrison	Arts Colac CCDA
3.	Irene Pagram	COS
4.	Emma Stevens	Hot Food Vendor
5.	Phillip Loader	Soft Serve Ice Cream Vendor
6.	Sandra Russell	Kana Festival
7.	Stan Woods	Kana Festival
8.	Yanai Morris	Musicians & Music Teachers
9.	Dassana	Forrest Community Representative
10.	Roland Kettle	RJ's Sound & Light
11.	Delwyn Seebeck	Relay for Life
12.	Tanya Stewart	Music Teacher
13.	Lynne Richardson	Free Lance Artist
14.	John O'Dal	Sculptor
15.	Jodie Fincham	COS

Events, Programs and Venues

The session opened with an identification of the events, programs and venues available to Colac Otway Shire residents. The items listed below are in the order given by the forum participants.

Kana Festival

The opinion was offered that attendance at the Kana Festival has been fluctuating over recent years. It was down in 2006, probably because it was unpleasantly hot weather.

If community support is decreasing, it is probably because the event needs something new. Currently it is seen as the same old thing, in the same small area. The desirability of new attractions seemed to be widely supported, but the cost of bringing them to the event was said to be prohibitive.

In the past the event utilized a larger area, but space has been reduced in size due to the necessity of power access. It was suggested the Shire consider supplying a generator to increase the usable area, however, once again cost is problematic.

Some other issues/concerns were:

- Submissions from the Kana Festival to the Shire for performers have been rejected in recent years.
- Community Stage was very hot this year; there being no shade in the area; which was unpleasant for performers and viewers. It was suggested that money be invested in a large shade cloth for this area.
- The committee numbers are dwindling, which is increasing the workload of the remaining committee members.

Relay For Life

2006 was the fourth year of this event. Interest has been variable, but the event is well organised and well supported. Over recent years, participation rates have been:

- 2003 – 32-35 teams.
- 2004 – 50 teams.
- 2005 – 35–36 teams.

The teams participating in this event do not necessarily enter every year.

In 2006, the event lost its preferred date due to the late attempt to secure the venue. This issue has been addressed and should not be repeated.

It appears that this event does not appeal to the adolescent as numbers competing from this age group are low.

Colac Country Music Festival - Truck & Ute Show

The annual Colac Country Music Festival - Truck & Ute Show is held at the Colac Showgrounds. This festival is a growing concern attracting many outside participants and spectators to the Shire by using country music as the major drawcard. High calibre entertainers are financed by the Truck Show committee. The event caters to a broad market, and is well supported by families.

Apollo Bay Music Festival

The Apollo Bay Music Festival is now one of the Shire's most significant events and is held annually in mid-April. In 2006 it hosted 5,000 people exceeding previous year's attendances. It attracts people from outside the Shire, and is well organised and well supported.

Birregurra Festival

The Birregurra Festival is a popular and well run event, although attendance fluctuates due to the weather. It is largely an outdoor event held in October, usually a month of high rainfall.

It was acknowledged that having an outdoor music event at that time of year is always going to be problematic. A marquee is required regardless of the cost.

In 2005 there were issues with alcohol licensing and drinking on the street. However, this problem has been brought to the attention of the appropriate authorities and all efforts will be made to ensure that future Festivals are not affected.

Although the music component of the event is outdoors, there is also a visual art component held in the Birregurra Hall that was very popular and well attended in 2005.

Metamorphosis

This event was a one off, local community theatre project on women's issues made possible by a \$60,000 grant from VicHealth. It was a well run and successful event. This was a great introduction to the arts for many people however no plans have been developed to maintain community interest.

As a community arts project it was exemplary, and could provide a template for further projects, for example, men, youth, and community issues. The consensus was that the community wants more events like this; it could be tied in with visual arts and music.

COPACC (Colac Otway Performing Arts & Cultural Centre)

It was generally agreed that this is a wonderful venue. However, in terms of its utility by the Colac arts fraternity, it is not very accessible due to the inflexibility of the cinema leasing agreement. This is agreement was seen as contentious by some forum participants, and their negative perceptions were voiced on several occasions.

Security is also an issue at COPACC. It was stated that it is not a secure venue for visual arts and touring exhibits, and that high insurance premiums would be required for COPACC to host such events.

Of the shows hosted at COPACC it was said that there were some high quality performances, but promotion of these events is inadequate. It was also said that some of these shows are not all well supported by the community; there could be an overlap between these two factors.

There apparently is a perception in some parts of the community that the venue is too expensive to hire, also that car parking is inadequate.

Movie attendance numbers at COPACC fluctuate. This was thought to be due to the movies that are shown. There are few new releases shown at COPACC.

Australia Day – Celebrate by the Lake

This is a free event that is well run, well supported and growing. It attracts 10,000+ people, and brings people in from outside the town. However, the event is unlikely to take place at this level in the future due to sponsorship issues.

Colac Show

The Colac Show, run by the P & A committee, is a traditional event. It is held on the first weekend in November. Like all outdoor events its success is largely dependent on the weather.

It was stated that attendance has been declining over recent years. However, it was also stated that gate takings were up in 2006, although this could be due to an increase to the entry price.

Alcohol is kept to a minimum at this event, herefore it is a popular event for families with young children. The event is also popular with adolescents. Generally, families with young children attend during the day and adolescents in the evening. However, it can be perceived as an expensive event. A typical family could spend in excess of \$100, incorporating entry, rides, food, show bags etc.

Entry just before the fireworks in the evening is free and very popular. Patrons attend the fireworks in large numbers, and also gather on the overpass on the highway to watch the fireworks.

Sunday Markets

Colac's Sunday markets are generally well supported by the community. People come from far afield to run stalls, and the markets provide an attraction to traffic passing through the town.

Attendance numbers fluctuate according to the weather, but generally the markets are a growing attraction in Colac.

Otway Soupfest

This is a new event, run by Forrest Lions Club on the June long weekend, and is a competition for the best made soup. However, it is struggling for recognition in its early year of existence. The organisers are seeking better marketing strategies, to increase public interest for the 2006 event.

In addition to its culinary component the event includes a car boot sale, whereby store holders pay for a site and sell unwanted household goods. The sale has no theme.

Longest Lunch

This annual event is a fundraiser as well as a promotional opportunity for local produce and wine. It was not held in 2006, due to a conflict with the Commonwealth Games.

Apparently it is organised by the local food industry, but the forum participants did not know much about it.

Colac Players

This theatrical organisation is stable and well supported. It is currently rebuilding its numbers, and has shown signs of growth in 2006.

There have been no productions this year, due to the emphasis on rebuilding and the cost of putting a show together. The group organised a 70's Trivia Night, which was held at Duff's, as an alternative to a production.

(A point of contention for this group was that they were led to believe that COPACC would be made available to them to hold productions at no charge. This never eventuated.

Colac Quilters

Colac Quilters is a well supported group, with 20-40 people attending each meeting the group is growing in number. The meetings are held at St Andrew's Church Hall. People come from as far as Melbourne for events run by the Colac Quilters.

Colac Custom Car Show

Claims were made that this is Colac's biggest automotive event (there are three), and that it is very well run and growing. It is held in Memorial Square.

Colac Drag Show and Shine

This event is a swap meet and car show organised by the Colac Drag Club, to raise money to build a drag strip for the Colac automotive fraternity.

The event is held at the Colac East Hotel. It is well organised but not that well supported.

Colac Rodeo

The rodeo is organised by the Blue Ribbon Foundation and is well supported by the community. The purpose of the event is as a fundraiser for the Colac Base Hospital. The last rodeo netted \$20,000 for the Hospital.

Incfest

This is a small event, but it is significant in the disability community. It is well run, however the organisers need to broaden promotion of the event to the community.

Central Reserve has been the most successful venue for the hosting of this event.

Art Expo

This was a one-off event that showcased how an art centre should look. The event was also used to gather data on what people wanted in the arts area.

The Expo included performances and an art auction. The major aim was to make creative arts more accessible to the Colac community. A similar event had been run before, but only as a visual arts expo. This time an effort was made to cover the whole arts spectrum.

If committee exhaustion and resources were not issues this event would be run again.

Studio Freestyle

This is an ongoing program that is aimed at encouraging youth into the arts (hip hop, community arts, cinema, photography etc). The program received a one-off grant of \$30,000 from VicHealth, and has run as a six month project. The forum participants generally agreed that (it) is worthy of further support, however, it was stipulated that some support should come from parents.

Studio Freestyle was one man's vision but there were many contributors. It was a big job to find the interested youths and train them; kids being kids were not that reliable. Communication and organisation were problems.

It was claimed that this program was more about the journey than the end point. There is the possibility that the program could become a road show, and aimed at "kids at risk".

Arts Colac

Established in 1968, Arts Colac is incorporated as a not-for-profit organisation. This organisation is affiliated with Regional Arts Victoria, and is one of 78 Victorian community arts groups.

When required, this organisation is strong; when other groups are formed it has a hiatus then reforms. It has strong communications with Apollo Bay.

The six person committee meets once a month with the objective of strengthening community networks in the arts fraternity. The current focus of the organisation is a needs analysis.

Arts Connection

This is a tiny but well supported venue. It is a community arts space owned by CCDA.

Arts Connection covers the whole arts spectrum for the disability community. It hosts an event one weekend a month, and has taken a group to the Awakening Festival in Horsham for the past two years, and supports the IncFest event.

Singing Groups

There are several informal singing groups throughout the Shire (Forrest, Deans Marsh, Lavers Hill, Colac,). They generally have a low level of structure and good community support.

These groups provide a forum for people interested in singing to come together and find voice. They conduct workshops and informal sing-a-longs, which can lead to the formation of ongoing groups, for example the Sweet Mona Choir is now part of the Kana Festival.

It was stated that these singing groups need more promotional and organisational support from the Shire.

Six Day Race

This is a six day ultra marathon held in Memorial Square. It is a long standing Colac tradition, organised by the Church of Christ and well supported by volunteers and the media.

This is not a spectator event or a mass participation event therefore, it is difficult to classify its market appeal.

It is an international event, and the presence of Yiannis Kouros (,Greek Ultramarathon champion,) has renewed interest in the most recent event.

After School Be Active Arts

This program aims to provide an alternative activity to sport for children. In 2006, a trial year, it has been federally funded by "Be Active, Eat Well".

The federal funding started the program, but now there is a \$5 per head charge as federal funding ceased.

There is an ambition to get a committee to look into reaching outside Colac to run this program in smaller communities (outside Colac), so young artists and musicians in these communities can be supported.

Music Teachers Association Eisteddfod

This two day annual event offers competitions in instrumental, piano and vocal, for people up to 20 years of age.

This Eisteddfod has been running for approximately ten years. The number of performers involved reached 200 in 2006. It is well supported and growing, and according to the forum participants, audiences can be "huge".

A subject of contention was raised during the discussion of this event. It was stated that, during the 2006 Eisteddfod, a large audience was unable to use the auditorium at COPACC due to a previous booking. The booking was so that a movie, which was attended by only three people, could be shown.

KomaFest

The inaugural 2006 KomaFest was a one day event and well supported. This food, art and music festival was organised by Lavers Hill College's senior student body with the assistance of teaching staff. The student organisers created the name and aimed the event at a student market. It is intended that the Festival become an annual event.)

FReeZA

FReeZA is a state-wide initiative. The events are drug and alcohol-free and consist of live bands, dance parties and cultural events for people aged 12 to 25. Colac Otway's FReeZA will run five events in 2006 thanks to a \$21,395 grant from the Department for Victorian Communities. The Shire provides funding for five major events: Three of the events will be run as part of the Apollo Bay Music Festival; and two will be held in Colac. As a part of the 2006 program, the Colac FReeZA committee is applying to host a regional Battle of the Bands final.

The FReeZA committee meets weekly. The committee consists of young people aged between 12 and 25 years under the guidance of the Shire Events Coordinator.

FReeZA is not just competitive; it has organised some theme nights (Halloween, Gothic Night).

City Band

The City Band is a large and well supported group, with approximately 60 members. It is a well loved and long standing Colac tradition, but it needs approximately \$13,000 per year to run.

The band has a new bandmaster, who has brought new, young members into the band.

Bands

There are many original bands in the area, but there is no central venue for novice performers. This requirement is apparently more extant on weekends; Barney's Nightclub was mentioned as a possible venue for the future.

FReeZA is encouraging the development of new bands, but the cost of public liability is a problem.

The anecdotal evidence was that local bands are declining in popularity.

Other bands are seen to be easily accessible in Geelong.

Spirit of Christmas

The Spirit of Christmas event has three components

- Awakenings
- Santa's workshop
- Carols by Candlelight (60th anniversary).

These three components have good community support and are growing in popularity.

Street Sculptures

Street sculptures were mentioned by one forum participant. The sculptures are supported by the Shire. They can be found in Colac, Apollo Bay and Lavers Hill. This participant's opinion was that it is a quality initiative and that the community would want more of it.

Turf Club

Although there are more than two race meeting per year, two in particular were mentioned; the Christmas show (huge, more social than equine) and St Patrick's Day.

Both events were said to be well supported by the community, stable and growing.

CCDA (Colac Community Development Association Inc)

This is a program that organises a music course for "kids at risk" with and without learning disabilities. One forum participant referred to the program as "High tech".

The program clearly has some benefits. A concert has been produced showing the children gaining skills and enjoyment. Some adolescents from the program have joined FReeZA.

It was described as a program "worth supporting, but in need of funding".

Communication

Participants were asked their opinion on the adequacy of the Shire's communications, in the areas of events, arts and culture.

Website

The community needs to be more aware of the arts and events information on the Shire's web page.

The community also needs to be aware that they can put things on the website. However the participants felt that website accessibility is a problem, due to too many restrictions, which makes putting information on the website a lengthy process.

Local Papers

For many people the only source of information is the local paper, which regularly fails to publish time, date and place.

A question was asked about the Geelong Echo, in which the Shire advertises some of its events. The question related to why this newspaper was not delivered across the whole Shire.

NB: Upon further investigation the Colac Otway Edition of the Geelong Echo was found to claim distribution across the Colac Otway Shire, delivered to every home and business, with the exception of Cressy. Two additional editions, Surf Coast Edition and Bellarine Edition would increase distribution considerably. Detailed information can be found on the following websites:

www.geelongadvertiser.com.au/PDFs/AboutEcho.pdf

www.vcpa.com.au/Vic/geelong_echo.html

Event Bookings

There is a problem with people booking events with conflicting dates. The answer to this problem is not immediately apparent. The Shire is not made aware of all events and relies on the community communicating information to them. This is a community wide problem. A central point of information, eg. a community bulletin board, which is quickly and easily accessible to everyone, would be beneficial.

FOCUS GROUP 2 – APOLLO BAY: 2 June 2006

Table 2 Apollo Bay Focus Group Participants

	Participant	Focus Group
1.	Rita Livesly	Theatre group
2.	Edna Arnold	Theatre group
3.	Irene Pagram	COS
4.	Kaye Harrop	Theatre group
5.	June Rawlings	Theatre group
6.	Pat Charleswaill	Theatre group
7.	Norma Allen	Theatre group
8.	Harold Cockerall	Theatre group
9.	David Rose	Community Artist
10.	Tim Godrey	Community Mareng Marine Life
11.	Larrelle Fitt	Apollo Bay Music Festival
12.	Janet Allen	Theatre group
13.	Betty Cockerall	Theatre group
14.	Marg Lugg	Community/school/TSO
15.	Jodie Fincham	COS

Additional Identification of Events, Festivals, Arts Programs / Activities

The following are events, programs and venues additional to those examined in Focus Group 1. The discussion of these items was not as detailed as it was in Focus Group 1, therefore more time could be spent on other issues.

Apollo Bay Choir

- Folded, but resumed three years ago.
- 30 – 40 people involved however attendance numbers fluctuate.
- Performs at the Apollo Bay Music Festival.

Apollo Bay Show

- Held on the 3rd Saturday in January.
- Medium patronage.
- Problem with manning the gate.
- Weather problems.
- Organised by the Apollo Bay Lions Club. Used to be run by the Youth Club, but this was not very successful.

Apollo Bay Quilters

- Over 100 members.
- Good patronage.

Theatre Group

- There have been many unsuccessful attempts to keep this group active.
- Organised by the Arts Council for a number of years but members suffered from burnout.

- There are plans afoot to revive the group.

Apollo Bay Swim

- A large and well supported event.
- Has been running for 3-4 years.
- Looking at expansion into a festival type event.

Apollo Bay Charity Springtime Ball

- Charity Ball held annually.

Other Events, Programs and Venues

Other events and venues, mentioned but not discussed, were:

- Apollo Bay Marathon
- Fishing Competition
- Shakespeare at Paradise
- Foreshore Art
- Historical Society Art Show
- Open Gardens
- Blue Olive Restaurant – venue used for some events
- Art Gallery x 2

Communication of Information

More time was spent on this issue than in Focus Group 1, therefore the information was more in-depth. The major issues of interest were:

Advertising

The Shire does not advertise regularly in the local paper; however The Echo is used more often. The problem with The Echo is that it is not circulated right around the Shire. (NB: see “2.1.2 Communication – Local Papers)

The Apollo Bay News Sheet is a weekly information sheet costing 40c. It is edited by a committee of volunteers. It was said that the local community values this news sheet. The news sheet has a long history, dating back to the end of the Second World War. Submissions to the Apollo Bay News sheet can be made through the local newsagents or via email. It can be purchased from the local newsagent and service station, and at The Opportunity Shop.

The Otway Light is publishing by Year 12 students at Apollo Bay College. It is free, and has been running for many years. The front page can be purchased, for editorial or advertising, at a cost of \$25. It is available from the Country Food Store.

It was agreed that the Shire should subscribe to and advertise in both these news sheets.

The final suggestion on this point was that the Shire Coordinators, in arts and events, should make contact with the editor of the arts section in the Apollo Bay News Sheet and the Colac Herald. This should be done to ensure that essential information regarding dates and venues is included in editorials.

Personal Contact

Much knowledge of information comes through personal contact between one member of the Theatre Group and The Events Coordinator. This appears to be effective, simply because of the diligence and persistence of the individual concerned.

Prior Notice

It was agreed that the community needs three to four weeks notice of upcoming events. The general perception was that currently they are not being notified early enough.

Community Calendar

The Community Calendar is published by the Shire. It is accessible via the Shire website, but there is a need for it to cover more of the region, to allow for the better planning of events and avoid event clashes.

The Focus Group's opinion was that a more regional coverage of events would be an improvement; however the Shire is constrained by municipal boundaries. No immediate solution was presented for this problem.

A material Community Bulletin Board would be an additional option for those without internet access.

Contact with the Shire

It was suggested that a representative from each group, event or organisation mentioned in this report liaise with the relevant person at the Shire to communicate information regarding upcoming events. This could be via email or phone contact. The difficulties inherent in this suggestion were acknowledged; however the point was pressed that links need to be made.

Bus to Colac

A bus is regularly organised to take patrons from Apollo Bay to Colac for shows at COPACC. It was suggested that the travel details of this bus be advertised in the COPACC brochure.

Future Challenges and Solutions

Transport to Colac

It was accepted that shows at COPACC in Colac are well advertised, however, the existence and details of the bus that takes patrons to Colac for COPACC shows was not. It was suggested that the bus details be included in the COPACC events brochure.

More Shows to Apollo Bay

Some of the Focus Group participants felt that shows could be brought to Apollo Bay and held in the Mechanics Institute, instead of travelling to Colac all the time. It is believed that shows would be well patronised in Apollo Bay.

Three suggestions from senior members of the Focus Group:

- Have some daytime shows at COPACC, for elderly audiences.
- Have a bus service for matinees in Colac, with shopping time allowed.
- 7.00 pm starts to give time for travel.

Apollo Bay Music Festival

It was widely agreed that foreshore power and lighting for the Music Festival needs consideration. The issues are: (i) there are not enough light poles in the Festival area, (ii) an underground electricity supply is required, for OH&S and aesthetic reasons, and (iii) better lighting needs to be considered, to spotlight the sculptures on the foreshore.

Poles on Pascoe Street

It was suggested that poles be erected on both sides of the main street to which banners would be placed in order to advertise Apollo Bay's events and activities to tourists.

Apollo Bay Marine Life Festival

A well planned submission was made for a Marine Life Festival that all levels of the Apollo Bay community could participate in.

It was suggested that this event could feature the following:

- Have a Maldives flavour.
- Provide guest speakers, photo art competitions, diving activities/workshops.
- Involve shark and cray fishermen and abalone divers. Perhaps giving talks about their occupation.
- Representatives from the Apollo Bay Historical Society could make a presentation on local shipwrecks.
- A boat builder's expo or workshop.
- Recreational fishing and sailing instruction.
- Speakers from universities on whitebait, migration of eels, river systems local wetlands and the Maldives, tuna and whale migration.
- Cave diver's expo.
- Underwater photographers.

The presenter of this plan believed that the event could grow into an international event. Profits from the event could be used, in the future, to create a Marine Life Centre for the town.

Shire's Role

The participants of the Forum agreed that: the Shire Events Coordinator's role was that of regulatory and planning; and the Shire Arts and Culture Coordinator's was that of a developmental role.

Venues

Venues used in events, arts and culture, and for which the Shire had a responsibility, were:

Mechanics Institute

- New roof needed, current one leaks.
- Floor has been recently replaced.

Senior Citizens Centre

- New chairs required as current chairs have been damaged in storage.
- Moveable track lighting required.

Youth Club

- Requires much renovation.
- Kitchen needs renovation.
- Painting needed.
- Flooring needs repair.
- Landscaping.

- Building is structurally sound

Blue Olive Restaurant

- Under new ownership
- Previously hosted poetry readings

Leisure Centre at School

- Floors not level
- A bit out of town
- Quite sizeable

Other Venues Not Discussed, and for which the Shire has no Responsibility

- Surf Club
- Pubs
- Church halls
- Foreshore
- Footy club
- Bowls club

Funding

On the issue of the Shire's role regarding funding of events, arts and culture participants of the Focus Group agreed that:

- Funding should be done on a project to project basis.
- Funding should only be given after submission, and not based on previous support.
- The process is, as it should be: (i) read, (ii) prioritise, and (iii) allocate funds.

Action Priorities

The Focus Group participants agreed, via a show of hands, that the Shire's priorities in events, arts and culture should be as shown in the table below.

Breakdown of Community Preferences of Priorities for the Shire

Challenges	High	Medium	Low
Bus to Colac	13		
Shows at Apollo Bay	6	4	3
Foreshore power and lighting	9	2	
Information from Shire	7		
Poles	2	7	4
Sculpture spotlights	1		11
Marine Life Festival	8	5	
Monthly calendar of events in news sheets	13		

EVENT, PROGRAM AND VENUE CLASSIFICATION

Classification of Events. Venues and Programs (Colac)

COLAC					
Item	Event, Program or Venue	Time	History	Community support	Classification
Kana Festival	Event	January (?	High, but decreasing	Festival
Relay For Life	Event	?	4 yrs	High	Competitive
Truck Show	Event	?	?	Low	Automotive, Music
Birregurra Festival	Event	?	?	High	Music, Art
Metamorphosis	Event	?	One-off	Solid	Performing Arts
COPACC	Venue	N/A	?	High	Music, Arts
Australia day – Celebrate by the Lake	Event	?	?	High	Festival
Colac show	Event			High but decreasing	Traditional, Festival
Sunday Markets	Event	Year long	long	high	Commercial
Otway Soupfest	Event	June long weekend	New	Low	Competitive, culinary
Longest Lunch	Event	Friday (?)	??	Medium to low	Culinary, Fundraiser
Colac Players	Program	N/A		Stable	Performing arts
Colac Quilters	Program	N/A	??	Growing	Community art
Colac Custom Car Show	Event	?	?	Big, & growing	Automotive
Colac Drag Show and Shine	Event	?	?	Small	Automotive
Colac Rodeo	Event	?	4 yrs	Big, and growing	Competitive, Animal, Fundraiser
Incfest	Event	?	?	Significant	Performing arts
Art Expo	Event	?	One-off	Significant	Performing & Visual Arts
Studio Freestyle	Program	N/A	6 months	Small	Broad spectrum of the Arts
Arts Colac	Program	N/A	30 yrs	Stable	Community Arts
Arts connection	Program	N/A		Small but stable	Disability performing Arts
Singing groups	Program	N/A	long	solid	Music
Six Day Race	Event	?	?	solid	Competitive, Traditional
After school be active arts	Program	N/A	2006	Small	Music, Visual Arts

COLAC					
Item	Event, Program or Venue	Time	History	Community support	Classification
Music Teachers Assn Eisteddfod	Event	?	10 yrs	Significant	Music, competitive
KomaFest	Event	?	2006	solid	Culinary, Music and Art, Festival
FReeZA	Event	3 times a yr	?	Significant	Music, Competitive
City Band	Program	N/A	Very long	Significant	Music, Traditional
Pipe Band	Program	N/A	Very long	Significant	Music, Traditional
Bands	Program	N/A	Very long	small	Music
Spirit of Christmas	Eventx3	Xmas	60 yrs	Very big	Music, Festival
Street sculptures	Program	N/A	?	solid	Visual Arts
Turf Club	Eventx2	Xmas, St. Patrick's Day	Very long	High	Festival, Animal,
CCDA	Program	N/A	?	Small	Music
Colac Writers					
Wolfgang's					

Classification of Events. Venues and Programs (Apollo Bay)

APOLLO BAY					
Item	Event, Program or Venue	Time	History	Community support	Classification
Apollo Bay Music Festival	Event	April	?	High and growing	Music
Apollo Bay Choir	P	Year long		high	Music,
Apollo Bay Show	E	January		Medium	
Apollo Bay Quilters	P	Year long		High	Community Arts
Theatre Group	P		patchy	Small	Performing Arts
Apollo Bay Swim	E	?	short	Big and growing	Competitive
Springtime Ball	E		Currently inactive		Traditional
Fishing Competition	E				Competitive, Animal
Shakespeare at Paradise	P				Performing Arts
Foreshore Art	P				
Historical Society Art Show	E				
Open Gardens	P				
Blue Olive Function Centre	V	N/A			
Art Gallery X 2	V	N/A		?	Visual Arts
Mechanics Institute	V	N/A		High	Performing, Visual and Community Arts
Senior Citizens Centre	V				
Youth Club					
Blue Olive Restaurant & Conference Centre					
Leisure Centre at School					

Classification breakdown:

Visual Arts: 8	Music: 15	Competitive: 6	Culinary: 3
Performing Arts: 8	Automobile: 3	Commercial: 1	Fundraiser: 2
Community Arts: 2	Festival: 6	Traditional: 4	Animal: 2

CONCLUSIONS AND RECOMMENDATIONS

INFORMATION FROM THE SHIRE

There was a widely held concern about the timeliness and the circulation of information from the Shire. Some people are not hearing about events or programs, and some are not hearing in time. The current methods, of website bulletin board and advertising in The Echo, are not adequate.

Recommendation

Information needs to be placed in various news sheets that are printed in towns around the Shire. Examples in Apollo Bay are the Apollo Bay News Sheet and the Otway Light. There are possibly other news sheets around the Shire that could be used as well.

NB: Upon further investigation the Colac Otway Edition of the Geelong Echo was found to claim distribution across the Colac Otway Shire, delivered to every home and business, with the exception of Cressy. Two additional editions, Surf Coast Edition and Bellarine Edition would increase distribution considerably. Detailed information can be found on the following websites:

www.geelongadvertiser.com.au/PDFs/AboutEcho.pdf
www.vcpa.com.au/Vic/geelong_echo.html

INFORMATION TO THE SHIRE

There is a problem for the Shire in accessing information on events, celebrations, programs and activities. Whereas it is largely the responsible of the hosts/organisers of these items to contact the Shire sometimes these hosts/organisers overlook that responsibility. This oversight creates a problem when somebody contacts the Shire to receive advice on when to hold for example an event, a date is agreed upon based on the Shire's knowledge, and then only after organising and promoting has commenced a clash with another event is discovered. This situation may be detrimental to one or both events.

Recommendation

If events, celebrations, programs and activities are being organised without the Shire's knowledge, then the organisers are not receiving Shire approval. It is recommended that the Shire review its approval processes, to determine if anything needs to be done to ensure the approval process is properly adhered to.

Events, Programs and Venues

Kana Festival

The Kana Festival needs some new life, but, though the desirability of new attractions seemed to be well supported, the cost of bringing them to the event was said to be prohibitive. In the past the Kana Festival utilized a larger area, but space has been reduced in size due to the necessity of power access.

Recommendation

The opinion that the Kana Festival is in need of something new should be investigated. If this view is widespread, then the viability of bringing new attractions to the Kana Festival should also be looked into. It was also suggested the Shire consider supplying a generator to solve the problem of power access.

Birregurra Festival

The Birregurra Festival is largely an outdoor event held in October, usually a month of high rainfall.

Recommendation

Holding an outdoor music event at that time of year can be problematic. It was suggested the Festival organisers investigated the viability of a marquee.

Metamorphosis

Metamorphosis was well run event. It was suggested that, as a community arts project it was exemplary, and could provide a template for further arts projects.

Recommendation

The validity of the above claim could be checked, and, if proven accurate, the viability of using it as provide a template for further arts projects should then be assessed.

COPACC

COPACC was seen as a good venue, but not very user friendly. This is due to: the cinema leasing agreement; expensive to hire; and lack of security.

Recommendation

As there are some negative perceptions about COPACC, particularly, in the arts fraternity, the perceptions of this venue should be assessed, and if the negative perceptions are widespread steps should be taken to overcome them.

It is also recommended that the cinema leasing agreement be looked into to determine if it is unpopular with segments of the Colac community.

Bus from Apollo Bay

A bus is regularly organised to take patrons from Apollo Bay to Colac for shows at COPACC. This bus frequently has spare seats.

Recommendation

It is recommended that the community suggestion that the travel details of this bus be advertised in the COPACC brochure be acted upon.

COPACC Shows in Apollo Bay

Some of the Focus Group participants felt that shows could be held at the Mechanics Institute in Apollo Bay to save them from travelling to Colac all the time. It was suggested that shows be produced at the Mechanics Institute in Apollo Bay. The belief was that they would be well patronised.

Recommendation

It is recommended that the viability of the suggestion that the Shows at COPACC be shown at the Mechanics Institute in Apollo Bay be investigated.

Lights and Power on the Foreshore

Foreshore power and lighting for the Music Festival requires improvement. There are not enough light poles in the Music Festival area, and an underground electricity supply is needed for OH&S and aesthetic reasons.

Recommendation

It is recommended that the viability of the suggestion of light poles in the Festival area and an underground electricity supply be investigated.

Supports for Promotional Banners

It was suggested that poles be erected on both sides of the main street to which banners would be placed in order to advertise Apollo Bay's events and activities to tourists.

Recommendation

It is recommended that the viability of the suggestion of poles on which promotional banners can be displayed on Apollo Bay's main street be investigated.

Marine Life Festival

A submission was made for a Marine Life Festival to be developed for Apollo Bay.

Recommendation

It is recommended that the viability of the suggestion for the development of a marine life festival in Apollo Bay be investigated.

Mechanics Institute

The Mechanics Institute requires a new roof as the current roof leaks.

Recommendation

It is recommended that the viability of the suggestion for repairs/replacement to the roof of the Mechanics Institute in Apollo Bay be investigated.

Senior Citizens Centre

The Senior Citizens Centre requires new chairs, as the current chairs have been damaged in storage. This Centre also requires moveable track lighting for art shows.

Recommendation

It is recommended that the viability of the suggestion for replacing chairs in the Senior Citizens Centre in Apollo Bay be investigated.

It is also recommended that the viability of putting moveable track lighting into the Senior Citizens Centre in Apollo Bay be investigated.

Youth Club

The Youth Club requires much renovation. The kitchen needs renovation; painting and landscaping is needed; and the floor needs to be repaired.

Recommendation

It is recommended that necessity of kitchen repairs, painting, landscaping and the floor work be investigated.

APPENDIX 9 FOCUS GROUPS – CULTURAL MAPPING

ARTS & CULTURE and FESTIVALS & EVENTS STRATEGIC PLANS 2007-2011 INFO SHEET	
2 July 2006	Apollo Bay Arts Focus Group
WHAT DO WE HAVE ALREADY?	PEOPLE / GROUPS, PLACES, PROGRAMS, CELEBRATIONS, EVENTS, FESTIVALS
<p>Mechanics Hall – does require new roof, ceiling repairs and general assessment of the whole facility to facilitate touring professionals</p> <p>sound/speaker system new vacuum cleaner steps to access stage safely exhibition space – lighting/movable petitions backdrop for stage general maintenance</p>	
Youth Club Hall – under utilised	
Harbour	
Maintenance of Public Artworks	
Art Show – more assistance to artists and the arts industry with self-promotion and marketing.	
Shire website – more informative re arts & culture with links to arts register/projects	
WHAT DON'T WE HAVE ALREADY?	PRIORITY LEVEL
Funding opportunities in the private sector could be better investigated	
Resource & information sharing with better communication between the arts bodies of the Shire	
Regular reviews of the Arts & Culture Strategy essential	
Piano – town no longer has one	
Subsidised monthly/weekly art classes (all mediums) for children & families.	
Mechanics Hall Mechanics Hall – does require new roof, ceiling repairs and general assessment of the whole facility to facilitate touring professionals, sound/speaker system, new vacuum cleaner, steps to access stage safely, exhibition space – lighting/movable petitions, backdrop for stage, general maintenance	
Its own radio station	

ARTS & CULTURE and FESTIVALS & EVENTS STRATEGIC PLANS 2007-2011 INFO SHEET

5 June 2006	Beech Forest
WHAT DO WE HAVE ALREADY?	PEOPLE / GROUPS, PLACES, PROGRAMS, CELEBRATIONS, EVENTS, FESTIVALS
Hall – bowls, community suppers, blue light discos, progress meetings, birthdays, playgroup, Sue's book selling weekly	
Centenary – anniversary for Beechy Line	
War memorial, family teas, SES	
Agro Forestry Scouts, BATS, Native Plants etc as special SGAP	
Public meetings, Dances (broad mix) CFA 50/50	
Send offs, celebrations	
Info centre – historic photos	
Art Gallery – colony of artists	
Rayttewitt- landscape painting	
Julie Andrews – painter 'flowers' modern	
Domenic Fine Art Gallery – slumped glass	
Nigels Art Gallery – local artists, fine arts	
Expat Irene Zapelli – painter	
Colac Woodturners – Cliff Tann	
Loomer – bush poet, weaving	
Book Club. Youth Activities, Koma Fest, Musicians	
International Womens Day	
Theatre Group/Belly Dancing/Yoga (go to Lavers Hill to their class')	
Ferguson Shop – historic display	
Beechy Line –gateway	
Lavers Hill festival may be revitalised	
Santa at Xmas – Community Xmas	
WHAT DON'T WE HAVE ALREADY?	PRIORITY LEVEL
Hall assets	14
PA system	13
Rail Trail annual event – family here at Gellibrand	11
Farmers market to support Art Gallery programs	8
TV reception/broadband	8
Potato festival	
Track lighting, track hanging, display boards	
Recognised annual event	
Physical barriers/annual weather etc	

ARTS & CULTURE and FESTIVALS & EVENTS STRATEGIC PLANS 2007-2011 INFO SHEET

4 July 2006	Birregurra Community Group
WHAT DO WE HAVE ALREADY?	PEOPLE / GROUPS, PLACES, PROGRAMS, CELEBRATIONS, EVENTS, FESTIVALS
Aero club	
Arts Show	
Birregurra Festival	
Birregurra mail (newsletter)	
CFA auction at recreation reserve	
Churches, Church halls & grounds	
Community centre (health)	
CWA	
Furniture gallery	
Gardeners group	
Gardens – Gratton, Bundaleer, Turkeith (open gardens)	
Golf course	
Hall –functions, football club ball, quiz night, private functions	
Heritage walk	
Historic group	
Historical society	
Kindergarten	
Lions club	
Main street streetscape	
Neighborhood watch newsletter	
Painting gallery	
Park (town)	
People – many artistic people - Penny D, Chris M, Robert Milb, Prue McD, etc)	Campbell, Clare
Craft,	
Musicians	
Woodwork	
Singers (Deans Marsh singers)	
Pottery gallery	
Programs at health centre: craft, yoga, bridge, singing, gym, drama group	
Railway station – art exhibition, heritage building	
School → auction	
Senior Citizens – opp shop	
Sports teams	
Summer markets	
Textile studio	
Venues: golf club, bowling club, recreation reserve	
Wendy Dennis – house (in Warancoort)	

WHAT DON'T WE HAVE ALREADY?	PRIORITY LEVEL
Hall infrastructure – stage lighting, lighting in general	22
Skate Park	22
Funding for festival – signage, infrastructure (workshops)	16
PA system, photocopier – small equipment, projectors, camera	16
Exhibition/track hanging space	8
Upkeep of halls	8
More arthouse/decent films at COPACC	5
More use of church halls	4
Access to films	(no score on sheet)
Anglican church organ replacement/upgrade	

ARTS & CULTURE and FESTIVALS & EVENTS STRATEGIC PLANS 2007-2011 INFO SHEET

23 May 2006	Cressy Community & Activities Group Cressy Neighbourhood Centre
WHAT DO WE HAVE ALREADY?	PEOPLE / GROUPS, PLACES, PROGRAMS, CELEBRATIONS, EVENTS, FESTIVALS
<i>Festivals & Events</i>	
All new members	
Historical Society – regular opening	
Sheep Dog trials – late June early July	
Monster Auction – May	
Fleece Show – November	
Quilt Show – Every October	
School concert	
Carols by Candlelight	
Meet & Greet – Neighborhood Centre	
Legacy Bowls Day – Anzac Day	
Various dances – Woody Ball, Folk Dance	
Arts & Craft stump	
<i>Arts & Culture</i>	
Arts & Craft Stump	
Art classes	
Quilting class	
Computer classes	
Cressy Quilt – Winner of Victorian Quilts	
100 year old quilt – historical quilt	
Trips to the movies for the youth, meeting place at Neighborhood House	
Cressy Church	
Cressy Hall – one rail for picture hanging	
Garden ramble – The Elms B & B, like an open garden	
Beeac Women's singing group	
Frenchmans Inn	
Indigenous Grassland Reserve	
Fiord – original crossing	
WHAT DON'T WE HAVE ALREADY?	PRIORITY LEVEL
<i>Festivals & Events</i>	
Facilitator to encourage community input for a local festival/event	12
Need a weekend festival (involving entire community)	8

Arts	
Stump	12
Rotunda	8
Mobile library	4
More linkages with Frenchmans Inn	4
Hall requires additional tracks for hanging	
Bring performances from Colac to Cressy eg COPACC	
Local newsletters, posters & brochures for display and distribution	

How to get info to Cressy – we need to explore this further. Need to purchase 'Colac Herald' to find out what's on.

ARTS & CULTURE and FESTIVALS & EVENTS STRATEGIC PLANS 2007-2011 INFO SHEET

17 May 2006	Forrest Community Group
WHAT DO WE HAVE ALREADY?	PEOPLE / GROUPS, PLACES, PROGRAMS, CELEBRATIONS, EVENTS, FESTIVALS
Sunday Markets – 4 th Sunday Nov, Jan, Feb & March	
Open Mic – 4 th Sunday Nov, Jan, Feb & March Forrest Pub, Shane Frankie - Publican	
Music Mayhem – Forrest Guesthouse – 1 st Saturday Month (poetry, music)	
Dance – Deb ball – Lions Club	
Landcare Group	
Bookclub bi monthly – 3 rd Tuesday 7.30pm CAE, Maureen Ward/John Weickhardt	
Warm Winter Words	
COPACC – Live Theatre, movies	
Soup Festival – Barwon Downs Lions Club	
Christmas in July – Lions Club	
Hoy – monthly	
Exercise group – weekly	
Yoga – Mondays weekly	
Life Drawing classes	
Music teacher – Yunai Morriss (Guitar, Drums)	
Alex Rhodes – singing teacher, singing session – monthly	
School play – annual	
Cypress sculptures – platypus, fer (Brad West) Forrest School	
Chessboard – Forrest School	
Football Auction – annual – Labor Day Weekend	
Open Garden – Anglican Ladies Guild	
Tea Gardens – Main Street, Forrest	
Historical Day – identified sites with past residents/reunion lunch	
Historical Society	
Fruits of the Forrest – chamber group - cello, etc	
WHAT DON'T WE HAVE ALREADY?	PRIORITY LEVEL
Films	9
Use of hall for community groups eg. Craft groups, coffee mornings	4
Annual Heritage Day	3
Billy cart construction/race	3
Information centre – ecology information	2
Extended skatepark	2
Small shows	1
Local Art Exhibition	
Hall kitchen needs upgrading – coffee machine	
Theatre sport	

ARTS & CULTURE and FESTIVALS & EVENTS STRATEGIC PLANS 2007-2011 INFO SHEET

10 May 2006	Councillor Workshop
WHAT DO WE HAVE ALREADY?	PEOPLE / GROUPS, PLACES, PROGRAMS, CELEBRATIONS, EVENTS, FESTIVALS
Issues/Challenges	
Volunteers becoming tired – difficulties in meeting obligations – Proposed solution - shire should assist	
Host festivals are relying on the enthusiasm of one or two individuals and will die when move on – Proposed solution - ?	
To encourage events to become self funding - Proposed solution - ?	
Very little assistance given to visual arts	
Council should assist in obtaining funding from other authorities and levels of government.	
Council should guide and assist, continuing to build on.	
Make greater use of COPACC	
Promote Cultural awareness and acceptance within our community eg. Sudanese/Chinese/Zimbabwean	
Address gaps – Proposed solution - involve the existing people employed to work with these groups to propose and contribution to a festival.	
Encourage more community responsibility – Proposed solution – involve community	
Co-ordination role is important	
Better co-ordination	
Provide support in money and in-kind. Actively promote events on Apollo Bay foreshore and infrastructure – Proposed solution – Increased budget and assistance, help set up committees for new events.	
Strategic growth prediction providing infrastructure growth	
Need more community led, community benefit (in a community development model) that supports local “talent”	
Cost effective arts development, getting grants, linking arts events – Proposed solution – to economic development	
Facilitation support with limited \$ for \$ funding	
Motivation of committee’s and participating volunteers – Proposed solution – cut red tape procedures. Give continuing recognition of unpaid participants	
Readjust/fine tune programs as needs, trends and communities change - Proposed solution – if something is not working properly change the formula or maybe abandon completely	
Stay tuned for new ideas accept changes be visionary, lead not follow – Proposed solution – think global, what are other nations doing? Build, modify and improve upon other/groups efforts.	
No monetary expansion needed. Already satisfactory.	

WHAT DON'T WE HAVE ALREADY?	PRIORITY LEVEL
Not enough info gathering about the overall events/activities/celebrations	
Visual arts – Apollo Bay	
Sudanese Culture	
Reinvigorate Harmony Day –Civic Hall	
Culture expo – Diversity Day	

ARTS & CULTURE and FESTIVALS & EVENTS STRATEGIC PLANS 2007-2011 INFO SHEET

	Colac email submissions
WHAT DO WE HAVE ALREADY?	PEOPLE / GROUPS, PLACES, PROGRAMS, CELEBRATIONS, EVENTS, FESTIVALS
Short film festivals	
FReeZA committee – great opportunities for rural kids	
Youth Art Exhibition – part of RIDE - great	
Metamorphosis evening – fantastic	
Arts Connection facilities for group art work.	
Offer local students a subsidised price for attending performances, are there any grants available to assist schools with costs attending performances. Perhaps this could be an alternative for the future for COPACC and the Colac Otway Shire to explore.	
Continue support for Apollo Bay arts festival, Celebrate by the Lake, Kana	
WHAT DON'T WE HAVE ALREADY?	PRIORITY LEVEL
Creating an information network among artists ie. an online newsletter	
Profiling local artists in the local paper or on COPACC walls	
More projects like metamorphosis	
Highlighting our aboriginal cultural community and history	
Dedicated Art Gallery & Arts Education centre – provide space for local artists, café area, facilitate touring exhibitions, start building permanent collection	
Look at ways of funding a Community Arts Development Officer	
Look at more projects like : Life drawing, Community singing, Arts space, Arts Awards programs (particularly for youth), stopping the cultural drain of creative people from the town, tertiary arts program	

ARTS & CULTURE and FESTIVALS & EVENTS STRATEGIC PLANS 2007-2011 INFO SHEET

9 May 2006	Youth Council
WHAT DO WE HAVE ALREADY?	PEOPLE / GROUPS, PLACES, PROGRAMS, CELEBRATIONS, EVENTS, FESTIVALS
<i>Festivals</i>	
Kana	
ANZAC	
Carols by Candlelight	
Sleeping Rough	
Birregurra Weekend Festival	
FReeZA	
Colac Show	
Apollo Bay Music Festival	
Falls Festival	
Markets	
GO Marathon	
Pier to Pub – Lorne	
Relay for Life	
6 Day Race	
Colac Races	
Truck & Ute Show	
Apollo Bay Show	
Colac Players	
Marlenes Dance School	
Colac Rock n Roll	
Eisteddfod	
COPACC – Theatre, movies	
Art Shows	
Evening of the Arts	
Trinity Art Show	
Harmony Day	
NAIDOC	
Lavers Hill P-12 Art Sculpture Park	
Apollo Bay carvings	
Lavers Hill “idol”	
Old Time Dances	
Simpson Speedway	

WHAT DON'T WE HAVE ALREADY?	PRIORITY LEVEL
Huge Music Festival at the Showgrounds – Rock at the Rock	22
Comedy/comedy acts for youth – TRIPOD, Scared Weird Little Guys	12
Significant Festival for Colac	8
Park for Lavers Hill	6
More live theatre for children	

APPENDIX 10

Apollo Bay Marine Life Festival, Proposal by Tim Godfrey, Marengo Marine Life Centre. (Presented to Art Strategy Meeting 2/6/2005. A/B Hotel Krambruk Room)

Concept: Most of us are intrigued by the marine life of our sea, rivers and lakes. A marine life, or sea life, festival, could provide an alternative experience that we could all participate in. You do not have to be a young, fit diver to bring this fascination to the surface. You can be elderly, very young or disabled and still contribute to the sense of occasion. The sea, our rivers and lakes connects us all and across there is a widespread desire to increase our understanding and knowledge of these resources and all they have to offer.

Our Festival could start off small. Keep It Simple Sid, said the sailor man. We could draw on our colleagues in Port Campbell, Lorne and elsewhere along the coast, to provide the basis for an inaugural event, we could also include our compatriots in the Maldives to give an international flavour.

The central thrust of the festival would be to provide local and regional guest speakers, a video, art and photographic competition or display, as well as to participate in field and diving activities or workshops.

Our cray fishermen, shark fishermen, abalone divers and boat builders may like to participate, and to tell us about the history of their industry and a few stories to boot. We could help them get their material together for power-point presentations, or more. Our historical society may want to make a presentation on the shipwrecks of the Great Ocean Road. Our boat builders might like to show their trade. Our budding young fishermen may like to instruct us in the finer art of recreational fishing.

Our first festival could also include regional speakers: A few suggestions are:

Nicole Barbee of Melbourne Uni, on their departments studies of our river fishes, such as Galaxias Maculatus, our minnows or white bait. Or John Morrongiello of the Arthur Riley Institute, on their studies of eels and their migration to their spawning grounds in the distant Coral Sea. Dr Julie Mondon, of Deakin University on the invertebrates of our rivers, Melbourne's Rudie Kuitert, fish taxonomist and photographer, or Sally McPhee, our local reef expert. We could ask cave divers, such as those involved in the production of "Nullabor Dreaming", local wetland flora specialist, Nick Romanowski, squid expert Mark Norman, or shark specialist Reg Lipson. The list is endless.

We could include a guest speaker or two from the Maldives, such as Shaahina Ali and her photos of the 2004 Tsunami, underwater photographer Musthag Hussain or Dr Charles Anderson, an authority on the migration of tuna and whales.

If our first festival is successful, we may like to invite more international speakers. For example, Australian Underwater Naturalist Neville Coleman, Simon Rogerson, editor of UK Dive magazine on the wrecks at Scarpa Flow, German Claus-Peter Stoll, the "master of disaster", author of Wrecks of the Red Sea, and his proposed research into the German mine layer responsible for the wreck of the Rayville. Maybe even David Attenborough or David Suzuki may make themselves available.

With the passion these people have for the sea, they may even provide their services for free, especially if the money is going to a good cause. That cause could be a community based Marine Resource & Education Centre, to cater for our common interest in the sea.

APPENDIX 11

FESTIVALS & EVENTS STRATEGIC PLAN															
	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
RESEARCH															
IDENTIFY EXISTING COS INFO															
INVESTIGATE OTHER STRAT PLANS															
DOCUMENT															
PREPARE PUBLIC PRESENTATION															
COMMUNITY CONSULTATION															
ADVERTISE PUBLIC MEETINGS															
DIRECT MAIL PERSONAL INVITATIONS															
CONDUCT PUBLIC MEETINGS															
COLAC															
APOLLO BAY															
BEECH FOREST															
GELLIBRAND															
BIRREGURRA															
FOCUS GROUPS															
COUNCILLORS															
STAFF															
YOUTH															
PROGRESS ASSOCIATIONS															
BENCHMARKING WITH SUPER 11															
PREPARE QUESTIONS AND DISTRIBUTE															
INTERVIEWS															
NON-USERS															
VISITORS															

FESTIVALS & EVENTS STRATEGIC PLAN															
	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
SURVEYS															
BALLARAT UNI															
DRAFT															
COMPILE INFORMATION															
PRESENT TO GM SEPT 5															
PRESENT TO EXEC FOR COMMENT 18 SEPT															
CIRCULATE TO COUNCILLORS 25 SEPT															
DRAFT TO COUNCIL AGENDA 13 OCT															
PRESENT TO COUNCIL 25 OCT															
PUBLIC VIEWING PERIOD - FOUR WEEKS															
COMPILE FINAL DRAFT - DECEMBER															
FINAL DRAFT TO COUNCIL FOR ADOPTION - JANUARY 2007															
IMPLEMENTATION															
IMPLEMENT ACTIONS WITH NO FINANCIALS IMMEDIATELY - FEBRUARY 2007															
BUSINESS CASES FOR RECOMMENDATIONS MARCH 2007															
ANNUAL REVIEW															
EACH FEBRUARY FOR 5 YEARS															

APPENDIX 12

COLAC OTWAY SHIRE CALENDAR OF EVENTS			
Month	Event	Comments	Location
January	Colac Rodeo	Family fun event tickets at the gate	Colac Showgrounds Bruce Street Colac
	Apollo Bay Community Market	Locally grown produce/handcrafted arts and crafts	Apollo Bay Foreshore near the VIC
	Apollo Bay and Sea Change Expo	Alt living displays, info for leisure, building, livestock and crop opp	Apollo Bay Rec Reserve
	Birregurra Sunday Market	Quality craft and local produce	Main Rd Birregurra in the Park
	Custom Car and Bike Show	Display of unique vehicles plus Sat night show	Under the Elms memorial square and Sat night at the Golf Course
	Forrest Hall Market	Bric a brac, craft, local produce, Devonshire teas, bbq lunch, wines and local entertainment	Forrest Community Hall Grant Street Forrest
	Australia Day Celebrations	26th January 2007 Celebrating all that is Australia Day - including the Australia Day Ambassador Program, Australia Day Awards, Flag raising ceremony and community celebrations with food and music.	Colac and Apollo Bay
February			
	Colac Cup	Fashions on the Field, entertainment and refreshments	Colac Race Course Colac Lavers Hill Rd Elliminyt
	Relay For Life	Major fundraiser for Cancer sufferers,	Central Reserve Gravesend Street Colac
	Birregurra Sunday Market	As previous	
	Forrest Hall Market	As previous	
New event for 2007	Otway Odyssey Mountain Bike Event	Saturday 3rd February 2007 A 100km Mountain Bike Race taking competitors through rainforest and soaring mountain ash on a single ride loop from the beach at Apollo Bay through Forrest, Lake Elizabeth and finishing on the beach at Apollo Bay. There is also a 2-person relay team	Apollo Bay to Forrest return.

COLAC OTWAY SHIRE CALENDAR OF EVENTS

Month	Event	Comments	Location
		category ("Otway Shorty") giving riders a shorter 50km route through Forrest.	
New event for 2007	Forrest Festival	Saturday 3rd February 2007 The inaugural Forrest Festival will run in conjunction with the Otway odyssey Mountain bike event. Featuring live bands, food, rides, kid's games, a BMX dirt jumping and more. This festival is at the half waypoint of the ride.	Forrest Recreation Reserve
New event for 2007	Great Ocean Sports Festival	Saturday 10th - Sunday 11th February 2007 Swim, run, cycle, kayak, sail, fish and surf - An unprecedented weekend of individual races, sports competitions, adventure racing, family fun and community spirit.	Apollo Bay Foreshore and Sporting Clubs.
New event for 2007	Otway Idol	Saturday 24th - 25th February 2007 Performers competitions held at Beech Forest based on the highly successful Australia Idol format.	Beech Forest - Main street
March			
New event for 2007	Victorian Titles - Surf Life Saving Championships	3rd- 4th March 2007 Surf Life Saving Championships	Apollo Bay
	Colac Kana Festival Inc	Friday 16th - 18th March 2007 Saturday Show cases diverse skills and talents of Colac Otway Shire residents. Street parade and fair.	Colac Memorial Square/or Lake Colac
New event for 2007	Great Ocean Road Adventure Race	13th-17th March 2007 Battle the elements, your mind & 100 teams from around the world. An adventure race featuring over 5 days,	Apollo Bay and Hinterland area.

COLAC OTWAY SHIRE CALENDAR OF EVENTS

Month	Event	Comments	Location
		teams of 2, traversing 400km of spectacular coastline and temperate rainforest.	
March	Birregurra Sunday Market	As previous	
April	Apollo Bay Music Festival	Music, FReeZA, food, markets, competitions, buskers and more	Apollo Bay Foreshore and various venues
	Colac Golf Club Easter Tournament	Tournament for both men and women over 3 days	Colac Golf Club
May			
New event for 2007	Otway "Walkfest"	Saturday 5th and 6th May 2007 A series of guided walks on designated walking tracks throughout the Otways.	
	GO Road Marathon	A festival of distance running 6.5k run on Sat to Marriners Lookout and back, also a 14k run, 23 k run and a 40k run	Apollo Bay
June			
July			
August			
September			
October	Birregurra Weekend Festival	Embrace country life for a weekend, stalls, music, food and wine, art show, entertainment of all descriptions	Main Street Birregurra and surrounds
November	Colac Show	Full weekend of activities, livestock, carnival rides, food stalls, crafts, produce, animal nursery	Colac Showgrounds, Bruce Street, Chapel Street
	The Cliff Young 6 day Race	World premier ultra marathon	Memorial Square
December	Spirit of Christmas Inc	A festival for all ages. Spread over a couple of Friday nights includes Santa's Workshop, Carols by Candlelight	Colac Memorial Square

APPENDIX 13

ACKNOWLEDGEMENTS

The Shire of Colac Otway acknowledges and thanks the individuals and groups who participated in this process for their valuable input into the formulation of the Festivals & Events Strategic Plan.

Thank you to all the people who completed and returned surveys, attended public meetings and provided written input.

Thanks also to the members of committees and groups who attended focus group meetings and assisted with the cultural mapping exercise.

We look forward to working with you and reporting back of the next five years.

Apollo Bay Arts Inc

Arts Apollo Bay Focus Group

Youth Council Focus Group

Colac Otway Shire Councillor's & Staff

Forrest & District Community Group Focus Group

FReeZA Committee Focus Group

Cressy Community Action Group Focus Group

Beech Forest Progress Association Focus Group

Carlisle River Community Group Focus Group

Birregurra Community Group Focus Group

Kawarren/Gellibrand Progress Association Focus Group

Friends of the Colac Botanic Garden Focus Group

COPACC Trust