

ORDINARY COUNCIL MEETING

AGENDA

22 JUNE 2016

at 4:00 PM

COPACC - Colac

Next Meeting:

27 July 2016

COPACC Meeting Rooms, Colac



Our Vision

A sustainable community with a vibrant future.

Our Mission

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community

Our Values

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust

Our Strategic Direction

The four pillars of our Council Plan indicate our key strategic direction for 2013-2017.

An underlying principle in the development of the Council Plan was to more effectively integrate service delivery.

Pillar 1: Good Governance

Pillar 2: A Planned Future

Pillar 3: A Place to Live and Grow

Pillar 4: A Healthy Community and Environment

Our Councillors

Cr Frank Buchanan (Mayor), Cr Brian Crook, Cr Michael Delahunty, Cr Stephen Hart, Cr Lyn Russell, Cr Chris Smith, Cr Terry Woodcroft (Deputy Mayor).



Ordinary Meeting of Council

Welcome

Welcome to this Meeting of the Colac Otway Shire Council

Council Meetings are an important way to ensure that your democratically elected representatives are working for you in a fair and transparent way. They also allow the public to be involved in the decision making process of Council

About this meeting

There are a few things to know about tonight's meeting. The agenda itemizes all the different parts to the meeting. Some of the items are administrative and are required by law. In the agenda you will also find a list of all the items to be discussed this evening.

Each report is written by a Council officer outlining the purpose of the report, all relevant information and a recommendation. Council will consider the report and either accept the recommendation or make amendments to it. All decisions of Council are adopted if they receive a majority vote from the Councillors present at the meeting.

In accordance with Local Law 4, agenda items will be considered as follows:

- The item is introduced by the Mayor and Councillors are invited to ask questions of relevant officers
- A mover and a seconder of a motion is called for and if there is any Councillor who wishes to oppose the motion.
- The mover will then be invited to speak to the motion, followed by the seconder and then, if required, the Councillor who opposed the motion.
- Remaining Councillors will be given the opportunity to speak for or against the motion.
- If any Councillor speaks against the motion, the mover will be given the right of reply.
- There will be no further discussion of the item once the vote has been declared.

Public Question Time

Provision is made at the beginning of the meeting for general question time from members of the public. Matters relating to routine Council works should be taken up with Council's Customer Assist Staff.

Up to thirty minutes may be provided for Question Time. This is at the discretion of the Mayor.

Residents are encouraged to lodge questions in advance so that a more complete response can be given.

Questions can be submitted in writing up until 5.00pm on the Monday prior to each Council meeting. There is also provision for questions to be asked from the gallery. If you would like to ask a question during Question Time, it would be appreciated if you could please fill in the blue "Public Question Time – Council Meetings" form located in the meeting rooms and hand to the COPACC Duty Supervisor.

Questions relating to a topic on the agenda may be taken on notice and responded to after the meeting. Responses to questions taken on notice will be tabled at the following meeting and included in the minutes of that meeting.

Hearing of Submissions

Any person who has made a written submission on an item and requested that she or he be heard in support of that written submission pursuant to section 223 of the *Local Government Act 1989* will be entitled to address Council.

When the relevant item is listed for discussion, the Mayor/Chairperson will call your name and ask you to address the Council. The length of time available to each speaker is five minutes.

Recording of Meetings

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings. Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy. In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

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

COLAC-OTWAY SHIRE COUNCIL MEETING

22 JUNE 2016

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COLAC OTWAY SHIRE COUNCIL ORDINARY MEETING OF COUNCIL

NOTICE is hereby given that the next **ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL** will be held in COPACC - Colac on 22 June 2016 at 4.00pm.

1. OPENING PRAYER

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

2. APOLOGIES

3. DECLARATION OF INTEREST

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989, direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), ie:

- a) direct financial interest
- b) indirect interest by close association
- c) indirect interest that is an indirect financial interest
- d) indirect interest because of conflicting duties
- e) indirect interest because of receipt of an applicable gift
- f) indirect interest as a consequence of becoming an interested party
- g) indirect interest as a result of impact on residential amenity
- h) conflicting personal interest.

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

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

4. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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

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

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

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5. QUESTION TIME

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

Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. Question time is not a forum for public debate or statements.

1. Questions received in writing prior to the meeting (subject to attendance and time),
2. Questions from the floor.

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

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

7. PETITIONS/JOINT LETTERS (if required)

8. CONFIRMATION OF MINUTES

As per Governance Local Law No 4, clause 34:

- Ordinary Council Meeting held on the 25/05/16.
- Special Council Meeting held on the 6/06/2016
- Special Council Meeting held on the 15/06/2016 at 1:00pm
- Special Council Meeting held on the 15/06/2016 at 2:30pm

Recommendation

That Council:

Confirm the above minutes.

34. Objection to Confirmation of Minutes

- (1) If a Councillor is dissatisfied with the accuracy of the minutes, then he or she must:
 - (a) state the item or items with which he or she is dissatisfied; and
 - (b) propose a motion clearly outlining the alternative wording to amend the minutes.
- (2) Except where sub-clause (1) applies, no vote shall be recorded against a motion to adopt the minutes.

OM162206-1 ADOPTION OF THE 2016-2017 ANNUAL BUDGET

AUTHOR:	Daniel Fogarty	ENDORSED:	Sue Wilkinson
DEPARTMENT:	Executive	FILE REF:	CLF11/8

Purpose

To present the 2016-2017 Budget for Council's consideration and adoption.

Declaration of Interests

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

Background

Under the *Local Government Act 1989*, Council is required to prepare and adopt an annual budget by 30 June each year. It is also important for the budget to be adopted as early as practicable to enable the organisation to be appropriately funded to deliver Council's services to the community.

This report forms part of the statutory process for the adoption of the 2016-2017 Budget.

At the Council Meeting held on 27 April 2016, Council endorsed the proposed budget for 2016-2017 and resolved to invite submissions on the budget in accordance with sections 129 and 223 of the *Local Government Act 1989*.

The release of the draft budget was advertised in the Colac Herald and community newsletters. The exhibition of the draft budget was widely reported in local media.

The draft Budget was also placed on public display at the Rae Street Office and the Apollo Bay Customer Service Centre from 2 May 2016 to 3 June 2016 (five week period approximately). The draft Budget was also available on Council's website from Friday 29 April 2016.

The closing date for submissions was Friday 3 June 2016. Submissions were received from seven (7) Submitters during the submission period concerning the 2016-2017 Budget including three letters of support. 1 submitter requested to be heard to support their submission.

The submissions were received and noted at the Special Council meeting 15 June 2016.

Following the initial preparation of the Proposed 2016/17 Annual Budget by Council and having considered all submissions received from the community, and having complied with all relevant sections of the Act, Council is now in a position to consider adoption of the proposed 2016/17 Annual Budget.

Also, in accordance with section 130 (2) and 130 (4) of the Act, Council must give public notice of its decision and forward a copy of the Annual Budget to the Minister for Local Government by 30 June 2016.

The proposed Budget is an essential planning and resource tool produced by Council each year and is vital to the ongoing operational and financial viability of Council. It sets out the expected income and expenditure of both operational and capital activities for the coming year and also incorporates Council's rating strategies.

The Budget is a major component in ensuring the accountability of Council's operations and in line with good governance it forms part of the public accountability process and reporting that includes:

- The Council Plan
- The Strategic Resource Plan
- The Annual Budget
- Internal and External Audit
- Annual Report.

The Budget appended to this report provides detailed information with regard to major impacts for 2016-2017. It also provides details with regard to Council's financial management principles to ensure a financially sustainable future.

The budget proposal is for an increase in the average rates and charges, per assessment, of 2.50% in-line with the rate capping requirements.

This increase enables Council to continue to deliver existing services and deliver a number of key initiatives and projects. The proposed Budget is also designed to deliver an operating surplus to fund the capital work activities of Council.

Budget 2016-2017 – Summary

The Budget 2016/2017 is appended to this report. The Budget is considered to be prudent and responsible and will ensure that Colac Otway Shire Council remains in a sustainable, low-risk financial position.

Key highlights of the Budget include:

- An increase in the average rate of 2.5% (including waste collection charges) equating to an 88 cent per week increase on the previous year.
- The delivery of a significant capital works program totalling \$18.30 million.
- Of this \$13.14 million will be spent on renewing our community's existing assets, with a further \$4.79 million spent on upgrading our assets to improve community services
- The completion of the Colac Central Reserve redevelopment project at a total cost of \$3.05 million (\$0.17m already expended).
- A significant roads program totalling \$9.12 million, including \$2.30 million of recovery works in bushfire affected areas
- Footpath and cycleway works of \$1.53 million, including \$975,000 on Colac CBD entrances project, \$290,000 on footpath extensions and \$225,000 on footpath renewal.
- The trial of additional Green waste collections to coincide with the start of the fire season.
- Trial of additional operating hours and day for the Apollo Bay Library from 1 August 2016 in order to ensure users will never have to wait more than one day for the library to open.
- Recreational facility improvements of \$512,000, including redevelopment works at the Birregurra tennis and netball courts
- Approximately \$300,000 for sustainability outcomes and \$216,000 for energy efficiency programs including street lighting upgrades which will generate future cost savings
- No new borrowings in the 2016/17 budget or forward projections

- Repayment of one loan in full three (3) years earlier than scheduled which will generate future cost savings.

Council Plan / Other Strategies / Policy

Good Governance

Means we care about and are responsive to the community encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management

Issues / Options

Infrastructure Renewal

The Budget maintains Council's focus on the elimination of the Infrastructure Renewal Gap. The Infrastructure Renewal Gap is the difference between what we should spend on renewal of roads and other assets as they reach the end of their useful lives and what we do spend.

The 2016-2017 Budget includes \$13.14 million for Asset Renewal. This amount meets the requirements of the Council resolution of 26 February 2014:

"The sum of the renewal expenditure to be not less than 100% of depreciation, where renewal expenditure areas comprise components as listed in the 2012-2013 Colac Otway Shire annual report and additional areas as may be added from time to time."

Through Council's financial discipline and responsible decision making, Council will continue allocating funds needed to meet our infrastructure renewal target, providing a more sustainable base for Council's long-term operations.

Services and facilities

The growth in services and facilities over the past decade is seen as a positive for the Colac Otway Shire. Council has prepared a Budget for the 2016-2017 financial year which seeks to balance the demand for services and infrastructure with affordability. Any increases have been carefully considered against Council's obligations to deliver existing services and to meet Council's statutory and regulatory obligations.

The Budget document provides information about rates, cash and investments, the operating result, borrowing levels, financial position, capital works and the financial sustainability of Council.

Capital Works and other Projects

The 2016-2017 Budget includes a number of projects. They include:

- | | |
|---|-------------|
| • Sealed Road reconstruction | \$3,185,956 |
| • Central Reserve Redevelopment (total project \$3.05m) | \$2,883,015 |
| • Bushfire Infrastructure | \$2,300,000 |
| • Unsealed Road Re-sheet program | \$1,400,000 |
| • CBD entrances project | \$ 975,000 |
| • Local roads reseal program | \$ 900,000 |
| • Road improvement program | \$ 608,104 |
| • Building renewal program | \$ 450,000 |

- | | |
|--|------------|
| • Birregurra Tennis Netball Courts Redevelopment | \$ 301,650 |
| • Apollo Bay Harbour Development plan process | \$ 50,000 |

The total new project Capital Works in the proposed budget is \$18.30 million with a further approximately \$3.58 million of capital projects carried forward from 2015/16 giving a total capital works program for 2016/17 of \$18.30 million. With Council's budgeted depreciation being \$10.24 million this covers the ratio of 150% as per the resolution from 26 February 2014 Council Meeting;

"Capital replacement expenditure to be not less than 150% of depreciation where capital replacement expenditure areas comprise components as listed in the 2012-2013 Colac Otway Shire annual report and additional areas as may be added from time to time."

Reserve Transfers

Long Service Leave Reserve

During 2012-2013 Council received a call from the industry superannuation fund to maintain the liquidity of the Defined Benefits Superannuation scheme. This call of approximately \$3.18 million was paid during the 2012-2013 period. To pay that largely unexpected call, Council reduced the works programme for 2012-2013 and utilised funds set aside for employee Long Service Leave.

Council has committed to repay the employee Long Service Leave reserve within eight (8) years and the proposed budget includes an amount of \$162,934 to continue this.

Loan Borrowings

The budget for 2016/17 allows for no new borrowings to be made.

Council is budgeting to repay \$0.80 million in loan principal during 2016/17 and this includes repayment of a loan 3 years early generating ongoing financing costs savings for council. Total Council debt continues to reduce with the estimated outstanding balance expected to reduce to \$3.97 million by June 2017.

Rating and Valuations

Council's total rates and charges will increase to \$28.74 million (including supplementary rates) to enable the delivery of services and infrastructure to the community. The budget proposal is for an increase in the average rates and charges of 2.5% for the 2016-2017 financial year.

The average for 2016-2017 is forecast to be \$1,907, being \$46 or \$0.88 per week increase on 2015/16.

A new land valuation will take effect from 1 July 2016 and will be the basis of rating for the new financial year. The valuation result has overall land values across the Shire increasing by 6% and this reflects the future economic viability of the Shire. The valuation has generated a number of challenges for Council in establishing its rating structure for the coming year.

Rating is a complex process and although a significant portion of ratepayers will see a rate rise of 2.5% in line with the rate cap, this will not be the case for all ratepayers as individual properties may have had valuation changes higher or lower than the average. This will mean some ratepayers will see a rate rise less than 2.5% and some ratepayers a rise above

2.5%. Overall the amount of income generated by Council through rating has only increased by the maximum 2.5% for the financial year.

Waste Charge

The kerbside collection charge has been reviewed in the light of service costs. It is proposed to increase the kerbside collection charge as follows:

- Weekly charge has increased from \$285 to \$292
- Fortnightly charge has increased from \$189 to \$194.

Submissions

Council received questions/comments from 7 submitters on the 2016/17 Draft Budget.

The following table summarises the issues raised in of the submissions received and officer comments on each.

Theme	Submission Details	Officer Comments
<u>Theme 1</u> Support for inclusion of a project.	<u>Submitter 1:</u> Expression of support for extension of the Costin street footpath <u>Submitter 2:</u> Expression of support for extension of the Costin street footpath <u>Submitter 3:</u> Expression of support for extension of the Costin street footpath	All submissions noted.
<u>Theme 2</u> Use of external resourcing	<u>Submitter 4:</u> (1) Question if Council limits the labour portion of any works contracted out; and (2) Has any allowance been made in the budget for use of outside advisors.	Council delivers a range of services to the community and this is through both direct service by employees of Council and through the establishment of contract arrangements. This includes the use of specialised knowledge from time to time including the use of advisors/consultants and where this is required an appropriate budget has been allowed for (eg valuation services for land valuations). In relation to contract arrangements a scope of works/specification is developed prior to obtaining a quote and the proportion of labour required to deliver the contract will vary depending on the service being provided.

<p><u>Theme 3</u> Bluewater Leisure Centre</p>	<p><u>Submitter 4:</u> Does the budget include an allowance for the full cost of Bluewater including construction and fit out and repayment of any loans (external or internal loans).</p> <p><u>Submitter 7:</u> Asserting the view the current budget document does not provide adequate information relating to any further costs for the Bluewater redevelopment works.</p>	<p>Council has budgeted for the anticipated operating and capital costs of operating Bluewater Leisure Centre for the 16/17 financial year. There are no additional borrowings proposed for Bluewater and there were no internal borrowings used in the past or currently proposed for the future.</p>
<p><u>Theme 4</u> Rating Arrangements</p>	<p><u>Submitter 4:</u> Complaint that Council didn't include a reference to the Municipal charge in its meeting report for the meeting on 27 April, 2016 and instead it was in the draft budget document.</p> <p><u>Submitter 4:</u> Why has there been a reduction in commercial rate income and what has caused this. Why has this decreased when compared to the Colac Residential rate in the dollar?</p>	<p>The Municipal charge was included in the draft budget document tabled at Council's meeting on 27 April, 2016. The agenda including the budget document attached was available for inspection from 22 April, 2016. The draft budget was placed on full public display following resolution of Council on 27 April, 2016 and the Municipal charges are clearly listed in multiple locations in the document, particularly Section 7 Rates and Charges.</p> <p>The reduction in rates income derived from the Commercial rating categories (being 3.2% and 3.8%) is due to the reduction in the total valuation of properties within the rating categories reducing by 0.1% and 0.7% and a reduction in the rate in the dollar implemented consistent with Councils Rating Strategy.</p> <p>The change in the rate in the dollar applicable to the Colac Residential rate" (ie: that rate in the dollar for the "Residential-Colac/Elliminyt" rating category) and all categories reflects changes to land valuation and implementation of the new rate capping arrangements. The relativity of the rate in the dollar for all "Commercial" properties has not changed from the</p>

<p><u>Theme 4</u> <u>(cont)</u> Rating Arrangements</p>	<p><u>Submitter 4:</u> What was the valuation of areas of the shire that were transferred to another zone for rating purposes including vacant land and/or a different rating category in 2016/17 compared to their 2015/16 category or made non-rateable.</p> <p><u>Submitter 4:</u> How are land revaluations calculated?</p> <p><u>Submitter 7:</u> Asserting the levels of Rural Rates are too high and not an equitable distribution of the rating burden.</p>	<p>2015/16 budget.</p> <p>The level of all rates and charges are set consistent with Councils Rating Strategy. Not all movements of properties between rating categories generate a valuation change. Our records indicate that land values for fire affected properties at Wye river and separation creek totaling \$26,453,000 will be transferred to vacant land in 2016/17. Outside of the above bushfire related category changes, no further information is currently available relating to category changes.</p> <p>Valuations are determined by analysing market sales history and are arrived at following a rigorous review process by qualified Valuers.</p> <p>The valuation process is described in the “2016 Valuation Best Practice Guidelines” prescribed by the Victorian “Valuer General” – a copy of which is available on:- www.delwp.vic.gov.au</p> <p>The level of all Rates and Charges are in accordance with Councils current rating strategy which is prepared in line with the principles set out in section 3C subsection 2 of the Local Government Act. The rating strategy is set on analysis of needs, costs and capacities to pay of all sectors of the community and is fully legally compliant.</p> <p>When comparing the Rural Farm Category differential of 79% to the Commercial/Industrial category differentials of 140% (Balance of Shire) & 165% (Colac) the</p>
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<p><u>Theme 4</u> <u>(Cont)</u> Rating Arrangements</p>		<p>Rural Farm sector does not bear an inequitable share of the rating burden. Rates are calculated on an assessment of the value of land as this is a basis that can be applied consistently across all categories and is in accordance with the Local Government Act.</p> <p>Rural Farms make up 30% of the Shire's valuation and this category accounts for approximately 25% of the total rates. Whereas Commercial/Industrial in aggregate accounts for 7.8% of the valuation and contributes 13% of Council's total rates.</p>
<p><u>Theme 5</u> Funding / Funding Requests</p>	<p><u>Submitter 4:</u> No provision for a hard waste collection in the Colac urban region.</p> <p><u>Submitter 5:</u> Funding request for renewal of facilities at Colac Indoor Sports Centre.</p> <p><u>Submitter 6:</u> Funding request for a pedestrian crossing on the Great Ocean Road at Skene's creek.</p>	<p>There are no plans for a hard waste collection to be introduced in Colac during 2016/17. There are options available for residents through private service providers.</p> <p>The Colac Indoor Tennis and Sports Centre provide an important community/recreation service that Council does not currently provide. It is however a privately operated facility and Council historically hasn't provided funding support for such facilities. The request for funds is asset renewal to enable courts to be suitable for participation. There is nothing currently budgeted to provide for this.</p> <p>Council in principle supports the project, however as the Great Ocean Road is the state Government's (VicRoads) responsibility, Council will support the community's need for a safe crossing at Skene's Creek/Great Ocean Road but the decision will reside with the State Government. We will be active in our advocacy of this initiative.</p>

<p><u>Theme 5</u> (Cont) Funding / Funding Requests</p>	<p><u>Submitter 6:</u> Funding request for Apollo Bay Harbour to provide an all-weather surface to the northern end of the boat ramp car park.</p> <p><u>Submitter 4:</u> Query regarding the methodology employed by council in determining available funding.</p>	<p>Colac Otway Shire Council manages the Port on behalf of Victoria's Department of Transport. As such, all operational and capital works expenditure requires the approval of the Department before this can occur.</p> <p>The Colac Otway Shire had already earmarked the northern carpark at the Port for an upgrade including pavement upgrade and sealing works. A business case has been submitted to the Department requesting permission to make application for funding for this project.</p> <p>Council identifies and establishes the cost of service provision and the correlating service levels and determines the income based on those service levels.</p>
<p><u>Theme 6</u> Fees & Charges</p>	<p><u>Submitter 4:</u> Why is there a reduction in A4 photocopy charges?</p>	<p>To ensure access to reasonably priced photocopy services Council has matched the charges in place at the Colac Regional Library.</p>
<p><u>Theme 7</u> Service Levels</p>	<p><u>Submitter 7:</u> Asserting the view that the provision of the product development and marketing at the Visitor information Centers should be the responsibility of the industry not ratepayers.</p> <p><u>Submitter 7:</u> Asserting the view the sports and aquatic services provided by Council at the Bluewater facility should not form part of Council's suite of services.</p> <p><u>Submitter 7:</u> Asserting the view that the areas of Home and Community Care and Family Services are not Council's core business and savings can be achieved by outsourcing these services</p>	<p>The submitters view on the listed services provided is noted. Appropriate funding has been proposed in the 2016/17 Budget.</p> <p>The submitters view on the provision of sports and aquatics facilities are noted. Appropriate funding has been proposed in the 2016/17 Budget.</p> <p>The submitters view on the provision of Home and Community Care are noted. Appropriate funding has been proposed in the 2016/17 Budget.</p>

Theme 7 (cont) Service Levels	Submitter 7: Asserting the view that the budget allocation for economic development is excessive.	The submitters view on the allocation of funding for economic development is noted. Appropriate funding has been proposed in the 2016/17 Budget.
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It was pleasing to note that there were three (3) submissions in support of the draft budget, specifically relating to the inclusion of the footpath works at Costin Street. Council is confident if approved, these works will help to provide a safer environment for the public.

Proposal

It is proposed that Council adopts the 2016-17 Budget in accordance with s130 of the *Local Government Act 1989*.

Financial and Other Resource Implications

Refer to the attached 2016-17 Budget document also please note the following minor changes made since tabling the draft budget.

Item	Description	Comments
1	Change to the Road-to-Recovery funding levels announced by the Federal Government late May (Change from \$3.2m to \$2.875m)	A reduction in Grants income with the corresponding reduction in Capital expenditure in the balance sheet
2	Update of Carry-over projects has been incorporated in the budget following a review of current project status.	Increases in operational projects increases material & services line and minor impact on grants & contributions
3	Update reserves movement in balance sheet for updated Project Carry over's.	Changes reflected in the Balance Sheet and the Statement of Changes in Equity.
4	Additional resource for Regional Assessment Support (RAS) Co-ordinator fully funded by the DHHS has been added to the statement of Human Resources.	Council has been offered the opportunity to auspice a RAS Co-ordinator on a temporary basis (18 months) with no cost to Council.
5	Some very minor changes to schedules such as cut-off text and spelling corrections.	Changes made had no impact on key messages and amounts in the Budget Document.

These changes have no bottom line effect on the budget.

Risk Management & Compliance Issues

The budget process (including adoption) has been undertaken within the following legislative framework:

Local Government Act 1989:

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

Environmental and Climate Change Considerations

Not applicable.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to consult with Councillors and staff in the development of the proposed budget.

The budget for 2016/17 has been developed over many months and Council together with officers have analysed both financial and non-financial information to ensure that the budget delivers on Council's objectives and meets the services that our community requires.

The next stage of the process was to release the budget for public comment. Section 223 of the *Act* requires that the budget be available for comment for a period of at least four (4) weeks. A consultation period of five (5) weeks was provided in line with the process adopted for the 2016/17 budget.

Community consultation is an important step in the budget process.

As part of Council's commitment to improve community engagement, drop-in information sessions were held in Colac and Apollo Bay during the exhibition period to give community members the opportunity to ask questions of staff about the proposed budget.

Advertisements were also placed in the local papers advising the community that documents were available for viewing on Council's website from 29 April 2016 and were also available at Council's Service Centres from Monday 2 May 2016.

Written submissions were also welcomed with the closing date for Submissions set at Friday 3 June 2016. Council considered these submissions at a Special Council Meeting held on Wednesday 15 June 2016.

It is important that the budget is adopted as near as practicable to the commencement of the financial year. Ideally the budget should be adopted prior to the commencement of the year to which it relates. This ensures that Council is authorised to function adequately and within defined budgetary constraints from the commencement of the financial year.

The timelines proposed for approval 'in principle' of the 2016/17 annual budget, public consultation, consideration of submissions and adoption of the 2016/17 annual budget at the Council meeting on 22 June 2016.

Implementation

After adoption of the 2016-17 Budget by Council, Council officers will raise the annual rates and charges and all officers will be made aware of the budget to enable projects that are included to be undertaken as soon as possible. Council services and activities will continue at the budgeted levels for the 2016-17 financial year.

A copy of the Budget will also be forwarded to the Minister for Local Government.

Conclusion

The budget was prepared over a considerable period of time and has been a collaborative effort between staff and councillors. The 2016/17 Budget is framed around delivering the services our community wants and needs, while being mindful of the capacity to pay via their rates.

The budget reflects the effort made to find savings and to ensure that there is a strong focus on maintaining and upgrading our roads and footpaths and other essential assets. Significantly, a low rate rise has been achieved in line with the 2.5% rate cap.

In releasing the budget for public consideration, Council encouraged comments and submissions on the financial strategies contained within the Budget document.

Having considered submissions on Wednesday 15 June 2016 and acknowledging the suggestions and concerns raised, Council is in a position to formally adopt the 2016/17 Annual Budget.

Overall, it is considered that the 2016/17 Budget is responsible and will ensure that Colac Otway remains in a sustainable, low-risk financial position."

Attachments

1. Budget 2016-2017 Final

Recommendation

That Council:

- 1. Having considered all submissions received, adopts the 2016-2017 Budget annexed to this resolution as Attachment 1 in accordance with section 130 of the Local Government Act 1989 (the Act).***
- 2. Authorises the Chief Executive Officer to:***
 - 2.1 Give public notice of this decision to adopt the 2016-2017 Budget, in accordance with section 130(2) of the Act;***
 - 2.2 Forward a copy of the adopted Budget to the Minister for Local Government, in accordance with section 130(4) of the Act;***
 - 2.3 Make available a copy of the adopted Budget at the Rae Street Office and the Apollo Bay Customer Service Centre for public inspection in accordance with section 130(9) of the Act; and***
 - 2.4 Thank persons making submissions to the budget in writing for their submission and advise them of the outcome of the budget decision.***
- 3. Intends to raise the following amount:***

An amount of \$ 28,671,101 (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount that Council intends to raise by general rates (described later in this resolution), municipal charge and service (Waste Management) charges, which is calculated as follows:

Category	Income
General Rates	\$23,268,063

<i>Municipal Charge</i>	<i>\$ 2,589,330</i>
<i>Annual Service (Waste Management) Charges</i>	<i>\$ 2,813,708</i>
<i>TOTAL</i>	<i>\$28,671,101</i>

4. Declares a general rate in respect of the 2016-2017 Financial Year.

4.1 It be further declared that, consistent with Council's Rating Strategy 2014-2017 and having regard to the considerations outlined in the Budget for the 2016-2017 Financial Year, the general rate be raised by the application of differential rates.

4.2 A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:

4.2.1 Residential Land – Colac

Any land whether vacant or built upon, which is located in Colac, Colac East, Colac West or Elliminyt that is not zoned for commercial or industrial use and which does not have the characteristics of:

- a) Rural Farm Land;***
- b) Holiday Rental Land; or***
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt.***

4.2.2 Residential Land - Balance of Shire

Any land whether vacant or built upon which is not located in Colac, Colac East, Colac West or Elliminyt that:

does not have the characteristics of:

- a) Rural Farm Land;***
- b) Holiday Rental Land;***
- c) Commercial/Industrial Land – Balance of Shire.***

4.2.3 Rural Farm Land

Any land within Council's municipal district which constitutes "Farm Land" as defined by Section 2 of the Valuation of Land Act 1960 and is zoned to allow land to be used for rural and/or farming purposes.

4.2.4 Holiday Rental Land

Any land that contains a dwelling, cabin or house or part of a house that:

- a) is used for the provision of holiday accommodation for the purpose of generating income; or*
- b) is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner,*

Note: Typically, the category will include absentee owned holiday houses, owner occupied "Bed and Breakfast" establishments, farm properties with accommodation cabins, holiday farms and the like.

The category will not include land used to provide tourist/holiday accommodation on an overtly commercial scale and basis where the provision of accommodation is an integral part of the use of the property. The types of properties excluded from this category would include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi-unit developments and the like.

4.2.5 Commercial/Industrial Land - Colac, Colac East, Colac West or Elliminyt

Any land which is located in Colac, Colac East, Colac West or Elliminyt which:

does not have the characteristics of:

- a) Rural Farm Land;*
- b) Residential Land – Colac, Colac East, Colac West or Elliminyt; or*
- c) Holiday Rental Land; and*

is used primarily for:

- d) the sale of goods or services;*
- e) other commercial purposes; or*
- f) industrial purposes,*

or which is vacant but zoned for commercial or industrial use.

4.2.6 Commercial/Industrial Land - Balance of Shire

Any land which is not located in Colac, Colac East, Colac West or Elliminyt which does not have the characteristics of:

- a) Rural Farm Land;*
- b) Residential Land – Balance of Shire; or*

- c) *Holiday Rental Land; and*
is used primarily for:
 - d) *the sale of goods or services;*
 - e) *other commercial purposes; or*
 - f) *industrial purposes*
- or which is vacant but zoned for commercial or industrial use.*

4.3 Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in Clause 4.2 of this Resolution) by the relevant rate in the dollar indicated in the following table:

Rating Category	Rate in the dollar of CIV
Residential- Colac, Colac East, Colac West, Elliminyt	0.004370
Residential- Other	0.003714
Rural- Farm	0.003452
Holiday Rental	0.004370
Commercial/Industrial - Colac, Colac East, Colac West, Elliminyt	0.007210
Commercial/Industrial- Other	0.006118

4.4 It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that:

- 4.4.1 the respective objectives of each differential rate be those specified in section 7.13 of the 2016-2017 Budget Document;**
- 4.4.2 the respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this resolution;**
- 4.4.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this resolution; and**
- 4.4.4 the relevant:**
 - a) uses of;**
 - b) geographical locations of; and**

- c) *planning scheme zoning of; and*
 - d) *types of buildings on*

the respective types or classes of land be those identified in Council's Rating Strategy 2014-2017.
- 5. *Declares a Municipal Charge for the 2016-2017 Financial Year to cover some of the administrative costs of the Council in the amount of \$182.45 per annum for each rateable property in respect of which a municipal charge can be levied.*
- 6. *Declares the following Annual Service (Waste Management) Charges for the 2016-2017 Financial Year:*
 - 6.1 *An annual service (waste management) charge of \$292 per annum be declared for all:*
 - 6.1.1 *land used primarily for residential or commercial purposes to which a weekly waste collection and disposal service is provided or made available; and*
 - 6.1.2 *other land to which a weekly waste collection and disposal service is provided.*
 - 6.2 *An annual service (waste management) charge of \$194 per annum be declared for all:*
 - 6.2.1 *land used primarily for residential or commercial purposes to which a fortnightly waste collection and disposal service is provided or made available; and*
 - 6.2.2 *other land in respect of which a fortnightly waste collection and disposal service is provided, for the period 1 July 2016 to 30 June 2017.*
- 7. *Declares a Special Charge for the Tirrengower drainage works to be calculated at \$2.50 per hectare for the 2016-2017 Financial Year in respect of all land previously declared by Council in its resolution of 24 May 2006 and listed in the Schedule attached to the 24 May 2006 resolution.*
- 8. *Allows the general rates, municipal charge and annual service (waste management) charges to be paid by four instalments made on or before the dates fixed under section 167 of the Act.*
- 9. *Requires any person to pay interest at the maximum rate calculated in accordance with section 172(2) of the Act on any amounts of rates and charges which:*
 - 9.1 *that person is liable to pay; and*
 - 9.2 *have not been paid by the date specified for their payment.*
- 10. *Authorises the General Manager Corporate Services, Manager Financial Services and the Revenue Co-ordinator to levy and recover the general rates, municipal charge and annual service (waste management) charges in accordance with the*

Act.

11. Adopts the User Fees and Charges Schedule 2016/17 as listed in Appendix A of the budget document

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**OM162206-2 COUNCIL PLAN 2013-2017 REVIEW**

|             |                    |           |            |
|-------------|--------------------|-----------|------------|
| AUTHOR:     | Margaret Giudice   | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | 11/95682   |

**Purpose**

To provide Council with the revised Council Plan 2013-2017 and Strategic Resource Plan 2016-17 to 2019-20 for consideration and adoption.

**Declaration of Interests**

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

**Background**

The Council Plan 2013-2017 is an important high level strategic document that responds to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the term of the current Council. The Plan has been developed to meet the requirements of the *Act* and includes:

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

Under section 125(7) of the *Local Government Act 1989* Council must review at least annually whether the current Council Plan requires any adjustment for the remaining period of the Plan to ensure it remains consistent with Council's strategic direction.

If adjustments are made Council is required to undertake a submission process under section 223 of the *Act*.

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

Under section 126(3) of the *Act*, Council must review the Strategic Resource Plan (SRP) as part of the review of the Council Plan. The SRP is intended to have a 4-year time frame and must include:

- Details of financial resources (financial statements).
- Details of non-financial resources, including human resources.
- Financial performance indicators

The SRP provides a framework and model for Council to consider its future financial direction and to confirm that operating trends are affordable.

The *Act* requires that the Council Plan, including the SRP, be adopted not later than 30 June each year.

A review of the Council Plan 2013-2017 and SRP has been undertaken in compliance with the legislation.

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

#### **Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

*Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

### **Issues / Options**

#### **Changes made to the Council Plan**

Following the review, there are no proposed changes to the structure of the Council Plan; however there are some adjustments to the 'Challenges facing Council' and to the Key Strategic Activities and measures. In addition, administrative adjustments have been made to address changes in Councillor roles and to reflect changes in the Executive Management Team.

Detailed changes to the Council Plan:

#### ***Challenges facing Council***

Two new challenges have been added (in full below and abbreviated on page 3,):

#### ***Influencing our Economy*** (page 11)

*A key challenge for council is to help facilitate growth and change in the local economy, building on the strengths of the region. The agriculture, forestry, fishing, manufacturing and tourism sectors all play an important economic role for the shire and its future. Council can contribute to creating a vibrant and engaging environment that welcomes investment and growth in these sectors combined with sustainable residential growth and community support services. Building economic opportunities will also rely on advocacy for key infrastructure upgrades and transport links to support key business development.*

#### ***Bushfire Recovery*** (page 13)

*The Christmas Day fires in the Otways destroyed 109 dwellings in Wye River and Separation Creek and left many more damaged. Colac Otway Shire faces an ongoing challenge to ensure the clean-up of the bushfire damaged properties and to rebuild the infrastructure and the communities. There are a range of challenges ahead for the Shire including:*

- Ensuring public safety in and around fire affected areas*
- Facilitating the economic recovery of the region*
- Ensuring individuals have access to psycho-social support services*
- Rebuilding the community connectedness*
- Managing the environmental impacts of the fires – both short and long term*
- Streamlining of planning regulations to facilitate rebuilding lost homes*
- Ensuring costs associated with fire recovery activities are recovered from State and Federal funding sources and do not adversely impact on the finances of the Shire*

Adjustments to existing challenges include (in italics):

**Financial constraints** (page 3 and 11)

The introduction of rate capping by the State Government *challenges Council to become more adept and innovative in how we do business to enable the ongoing delivery of our diverse range of services.*

**Significant levels of disadvantage** (page 12)

Colac Otway Shire has pockets of high socio-economic disadvantage characterised by lower incomes, education and skill levels, alongside higher levels of unskilled occupations, family and health issues. *There has been a 340% increase in reports of family violence in the Colac Otway Shire between 2010 and 2015, impacting profoundly on women and children.*

Early Years (page 12)

A higher level of children in Colac Otway are specifically vulnerable in physical health and wellbeing, *emotional maturity*, communication skills and general knowledge.

Youth (page 12)

*The latest Census shows that 57.2% of students in Colac Otway completed Year 12 or equivalent. This is well below the Australian average of 75.4%. The Great South Coast Councils' Beyond the Bell Project has set a goal to raise this rate to 90% over a ten year period.* Increased educational achievement in the region is a community issue because it is a limiting factor for both the life chances of individuals and the regional economy.

Access to technology (page 12):

Access to the National Broadband Network (NBN) is expected to be available in Colac, Colac East and Elliminyt beginning in February 2016 and *across many other parts of the Shire* by mid 2016.

Access to diverse housing types (page 12)

There is a growing demand for different types of residential property within the Shire to meet the needs of different age groups, especially the older section of the population. This will increase over the next five to ten years. *There is also an emerging need to accommodate potential surges in population associated with new industrial development or construction projects. The need to service these different markets needs to be considered holistically.*

**Transport Network** (page 13)

*The condition of State Government managed key arterial routes within the shire will be an enduring challenge. The threat to the Great Ocean Road from storm surges and rising sea levels in particular, is an issue that could threaten the tourism industry, which is a major employment sector within the shire.* There is increasing pressure and growing need to increase public transport services including:

Supporting VicRoads to develop *appropriate* truck routes *throughout the shire.*

**Climate Change** (page 13)

Potential need to relocate *or reinforce* infrastructure and assets.

**Key Strategic Activities**

**Pillar 1: Good Governance**

Six Key Strategic Activities (KSA) have been added:

|                                         | Performance Indicators                                                                    | Targets |
|-----------------------------------------|-------------------------------------------------------------------------------------------|---------|
| Preparation for 2016 Council elections. | All governance requirements met in accordance with the <i>Local Government Act 1989</i> . | 100%    |
| Post-election induction of Councillors. | Program developed and induction completed.                                                | 100%    |
| Council Plan 2017-2021 adopted.         | Background research for Council Plan completed.                                           | 100%    |
|                                         | Community engagement strategy developed and implemented.                                  | 100%    |
|                                         | Adoption of the Council Plan.                                                             | 100%    |
| Review of the Long Term Financial Plan. | Review completed.                                                                         | 100%    |
| Ongoing review of Council services.     | Outcomes of the Planning Services review implemented.                                     | 100%    |

The following KSA's were deleted as projects have been successfully completed:

1. *Implement Council's Risk Management System.*
2. *Staged implementation of the National Asset Management Framework.*

The proposed action 'New Council website', which appeared in the draft version, has been deleted as the website is now fully implemented and operational.

## Pillar 2: A Planned Future

Two Key Strategic Activities (KSA's) have been added:

|                                                                                                    | Performance Indicators                                                          | Targets |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------|
| Great Ocean Road Tourism Destination Master Plan Implementation.                                   | Stage 1: Master Plan priority projects identified                               | 100%    |
|                                                                                                    | Stage 2: Implementation strategy developed.                                     | 100%    |
| Review mapping of the Heritage Overlay to inform the red tape reduction planning scheme amendment. | Red tape reduction planning scheme amendment includes Heritage Overlay changes. | 100%    |

Five existing KSA's have been altered (in italics):

|                                                                                       | Performance Indicators                                                                                                  | Targets       |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|---------------|
| <i>Colac 2050 Plan</i>                                                                | <i>Draft Commercial and Industry Land Use Strategy completed.</i>                                                       | <i>100%</i>   |
|                                                                                       | <i>Amendment to implement the Commercial and Industry Land Use Strategy completed.</i>                                  | <i>100%</i>   |
|                                                                                       | <i>Draft 2050 report prepared.</i>                                                                                      | <i>100%</i>   |
| <i>Economic Development Strategy implementation</i>                                   | <i>Staged implementation of the Economic Development Strategy.</i>                                                      | <i>100%</i>   |
| Staged implementation of the Colac CBD & Entrances Project.                           | <i>Stage 3: Inner Eastern Entrance completed.</i>                                                                       | <i>100%</i>   |
|                                                                                       | <i>Budget met with a tolerance of</i>                                                                                   | <i>=/- 5%</i> |
| Apollo Bay Harbour Master Plan.                                                       | <i>Stage 1: Amendment to the Colac Otway Shire Planning Scheme to rezone the harbour to Special Use Zone completed.</i> | <i>100%</i>   |
|                                                                                       | <i>Stage 2: Expression of Interest process completed for preparation of a Development Plan.</i>                         | <i>100%</i>   |
| <i>Acquisition of 30% of the former Colac High School site for public open space.</i> | <i>Stage 1: Complete former Colac High School site land rezoning.</i>                                                   | <i>100%</i>   |
|                                                                                       | <i>Stage 2: Complete acquisition process for 30% of former school.</i>                                                  | <i>100%</i>   |

### Pillar 3: A Place to Live and Grow

Two Key Strategic Activities (KSA) have been added:

|                                                                                                                            | Performance Indicators                        | Targets |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------|
| Joint implementation of the Beyond the Bell/GROW projects to increase Year 12 attainment and local opportunities for work. | Key objectives for first 12 months initiated. | 100%    |
|                                                                                                                            | Budget met with a tolerance of                | =/-5%   |
| Develop a Property Management Plan                                                                                         | Property Management Plan completed.           | 100%    |

One KSA has been altered (in italics):

|                                                   | Performance Indicators                | Targets |
|---------------------------------------------------|---------------------------------------|---------|
| Staged implementation of the Open Space Strategy. | <i>Priority actions implemented.</i>  | 100%    |
|                                                   | <i>Budget met with a tolerance of</i> | =/- 5 % |

### Pillar 4: A Healthy Community and Environment

One Key Strategic Activity (KSA) has been added:

|                                                                                             | Performance Indicators | Targets |
|---------------------------------------------------------------------------------------------|------------------------|---------|
| Implement the Bushfire Recovery Plan for the resettlement of Wye River and Separation Creek | Actions implemented    | 90%     |

The following KSA has been deleted:

*Implement the Active Transport Strategy.* This project has been successfully completed.

### Administrative changes

The following alterations are required to account for the changes in Councillor roles and in the Executive Management Team:

- Councillor Terry Woodcroft replaced Councillor Brian Crook as Deputy Mayor.
- Inclusion of Mark Lyons, General Manager Corporate Services.
- Inclusion of Sandra Wade, General Manager Bushfire Recovery – new temporary position (and Division) in the corporate structure.

### Changes made to the Strategic Resource Plan (SRP)

The Strategic Resource Plan (SRP) contains the following information:

- Details of financial resources (financial statements).
- Details of non-financial resources, including human resources.
- Financial performance indicators.

The revised SRP indicates a rate increase of average rates and charges per assessment by 2.5% in the 2016/17 financial year.

Capital Expenditure is indicated at \$18.3 million in the SRP for 2016/17. This includes \$15.64 million of new works and \$2.66 million in works carried over from previous years.

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

The Council is required by the *Local Government Act 1989* to submit its Council Plan to the Local Government Minister by 30 June each year.

### **Proposal**

That Council endorses the revised Council Plan 2013-2017 and Strategic Resource Plan 2016-17 to 2019-20.

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

The Strategic Resource Plan has been adjusted in line with projections for the four year period.

The financial details included in the SRP for 2016/17 are consistent with the Draft budget document for 2016/17.

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

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

- Section 125 - "Council Plan"
- Section 126 - "Strategic Resource Plan"
- Section 223 - "Right to make submission"

and the *Local Government (Planning and Reporting) Regulations 2014*:

- Part 2 – "Strategic Resource Plan"

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

Considerations have been applied in the development of the Council Plan 2013-2017 and Strategic Resource Plan 2016-17 to 2019-20.

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to inform and consult.

As per the Council's Community Engagement Policy and section 223 of the *Local Government Act 1989* the Council Plan (including the SRP) went on public display to allow for the required 28 day submission process. Under section 223 of the *Local Government Act 1989*, Council must consider any written submissions received within 28 days after the publication of a public notice.

Advertisements were placed in the local papers advising the community that documents were available for viewing on Council's website, and were also available from Council's Service Centres for a five week period.

The community was advised that submissions were to be made in writing by Friday 3 June 2016, with these being considered at a Special Council Meeting on Wednesday 15 June 2016, prior to the Council Plan and SRP being adopted by Council on Wednesday 22 June 2016.

No submissions were received on the Council Plan.

**Implementation**

Following adoption by Council, the revised Council Plan 2013-2017 will be forwarded to the Minister for Local Government by the legislated date of 30 June 2016.

**Conclusion**

The Council Plan has been reviewed following discussions with Councillors and officers resulting in a number of changes/additions.

The SRP will be reviewed on an annual basis in line with the review of the Council Plan. The SRP and the Draft Budget for 2016/17 are before Council at the same time to ensure consistency between these key documents.

**Attachments**

1. Council Plan 2013-2017 Revised 20160622

**Recommendation**

***That Council :***

***Adopts the revised Council Plan 2013-2017 and Strategic Resource Plan 2016-2017 to 2019-2020.***

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OM162206-3 GELLIBRAND REX NORMAN PARK MASTER PLAN 2016

| | | | |
|-------------|-----------------------------------|-----------|---------------|
| AUTHOR: | Nicole Frampton | ENDORSED: | Ingrid Bishop |
| DEPARTMENT: | Infrastructure & Leisure Services | FILE REF: | F15/8104 |

Purpose

To consider the adoption of the Gellibrand Rex Norman Park Master Plan 2016.

Declaration of Interests

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

Background

When the Gellibrand community came together to develop their application for Council's 2015-2016 Small Town Improvement Program, it became clear that while there were many different priorities and ideas for the town, most were about creating a vibrant public space in Rex Norman Park. The Gellibrand River Township Master Plan Report is over ten years old and whilst some items identified to improve the park had been implemented those that hadn't needed to be reviewed to ensure that they were still relevant for the community.

The community's request to develop a master plan for Rex Norman Park would ensure that the community would be involved in shaping how the park would look in the future and that the identified improvements would complement the other elements and create multi-use spaces for the community to utilise.

The Gellibrand Community Group Inc. was successful in receiving a funding allocation under Council's 2015/2016 Small Town Improvement Program to develop a master plan for Rex Norman Park. The funding allocated to the project was divided into two components – develop a master plan for Rex Norman Park and install infrastructure as per the master plan recommendations and allocated budget.

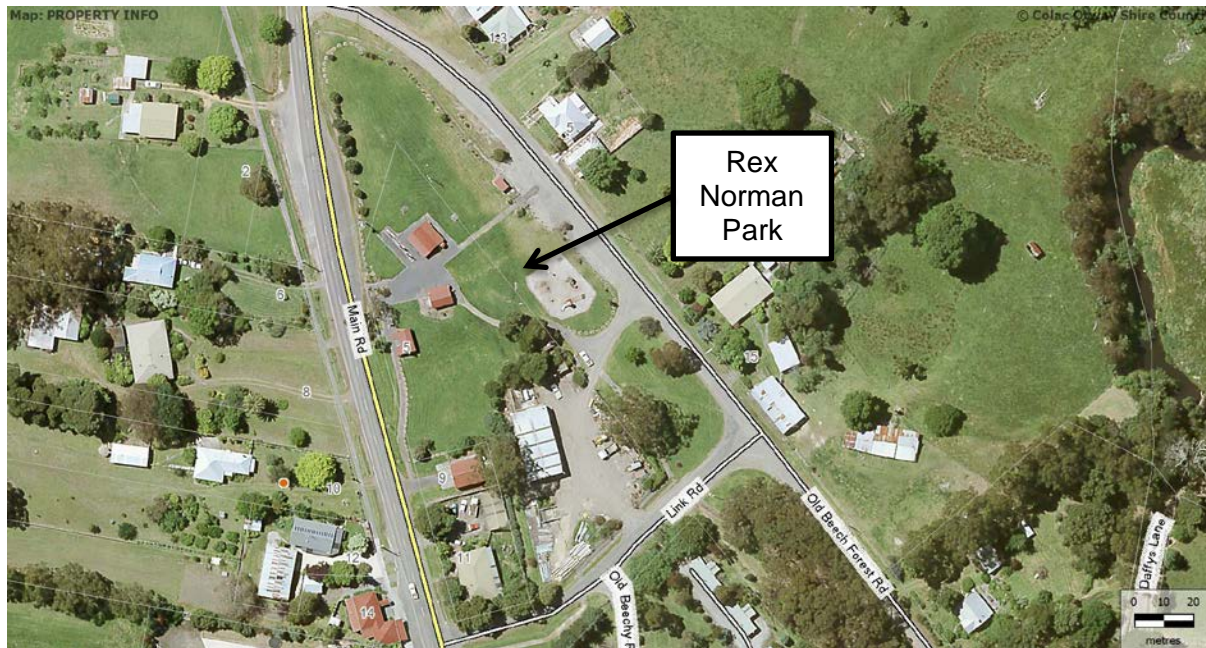
Rex Norman Park is located in the Gellibrand township on Main Road, and is used by locals, events such as the Gellibrand River Blues and Blueberry Festival, visitors, tourists and people using the Old Beechy Rail Trail.

Rex Norman Park is 0.6ha in size and is classified as a township parkland as per Colac Otway Shire Council's Public Open Space Strategy. The parkland has the following features:

- Toilets
- BBQ and Shelter
- Playground
- Limited natural shade areas
- Picnic tables and seats
- Lawn area
- Paths
- Building – Gellibrand Community House
- Building – Old Beechy Rail Trail "Station"
- Interpretive signage for the history of the Old Beechy Rail Trail which runs adjacent to the park. The former alignment of the Old Beechy Rail line goes through the middle of the park.
- Car parking area.

The park is large enough to cater for the community's needs and is a great space for holding markets and conducting community events.

An area of Rex Norman Park is also a designated Neighbourhood Safer Place.



The previous master plan for Rex Norman Park was developed in 2005 as part of the Gellibrand River Township Master Plan Report. The reason for developing an updated master plan was to review the previous master plan and provide strategic direction for both Council and the community that best caters for a range of groups including families and visitors, and users of the Old Beechy Rail Trail.

ROSS Planning were engaged to work with the Gellibrand community to prepare the master plan and concept designs.

Council considered the draft Gellibrand Rex Norman Park Master Plan at its April 2016 meeting, where it resolved:

That Council endorses the draft Gellibrand Rex Norman Park Master Plan to be placed on public exhibition in accordance with Council's Community Engagement Policy 2013, from Friday 29 April 2016 to Friday 10 June 2016.

The draft Gellibrand Rex Norman Park Master Plan was publicly exhibited from Friday 29 April 2016 to Friday 10 June 2016.

Council Plan / Other Strategies / Policy

A Planned Future

Creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

Our Goal:

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

A Place to Live and Grow

Is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

Our Goal:

Improve access to buildings, spaces, services and education to support and enable quality of life.

A Healthy Community and Environment

Actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

Our Goal:

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

Related strategic justification

This project aligns to Council's Public Open Space Strategy. Whilst the project is not specifically mentioned in Council's Active Transport Strategy and Physical Activity Strategy, the draft master plan is consistent with the recommendations and principles in both strategies for providing end of trip facilities, way-finding and signage, improved environments that support physical activity, walking, cycling, universal design, Healthy by Design and urban design principles.

The park elements identified in the master plan are consistent with Council's Public Open Space Strategy 'Standards for Open Space Development' for a township parkland. The proposed improvements recognise the impacts that the 'Neighbourhood Safer Place' designation on a section of the park has on future development within the park space.

Issues / Options

The draft Gellibrand Rex Norman Master Plan was publicly exhibited from Friday 29 April 2016 to Friday 10 June 2016. To inform the community that the draft master plan was on public exhibition and that Council was seeking feedback, Council officers undertook the following activities:

- Directly contacted organisations and individuals who had previously been involved in the project.
- Placed advertisements in the local media and information in local newsletters.
- Placed the draft master plan report and concept layout plan on Council's website.
- Facebook posts seeking feedback and comments to the draft master plan.
- Made copies of the draft master plan available for viewing in the Colac Otway Shire Council offices, Gellibrand Community House, Gellibrand River General Store and Café and noticeboard, Otways Tourist Park, and within Rex Norman Park itself.
- Requests to the Gellibrand Community House and the individuals who had previously been involved in the project to assist in circulating the draft master plan through their membership base and to the broader Gellibrand community.
- Council officer attendance at the Gellibrand Market on the 29 May 2016. This provided the community with an additional opportunity for face-to-face contact to view the master plan, discuss the project and provide direct feedback.

Submissions

Four (4) formal submissions to the draft master plan were received from the community. An overview of the submissions and the officer response is detailed below:

| Submission No. | Details of the submission | Proposed Response |
|----------------|---|---|
| 1 | <ul style="list-style-type: none"> - Fails to see the need for this exercise to go out to consultants. - Rex Norman Park needs very little in the way of improvement. <p>Objections to the draft proposal:</p> <ul style="list-style-type: none"> - The ball playing area limits activity to the northern end of the park and young people chasing balls into roads is a potential disaster. - Drywall feature will be an added hazard. - The proposal to remove some of the blackwood trees from the Northwest boundary seems ill advised. - BBQ's and picnics are an enjoyable outdoor activity – why then propose covered shelters for both. The current one shelter is adequate for anyone caught in inclement circumstances. | <ul style="list-style-type: none"> - Council received a request from Gellibrand Community House (on behalf of the Gellibrand community) for funding to undertake a master plan for the reserve. - This type of activity already occurs in this area of the park. The master plan simply acknowledges this. - The park limits presence from the road as you enter Gellibrand from the north. This component will provide the park with prominent signage and will be designed in a way not to affect traffic sight lines. - To ensure compliance with the Neighbourhood Safer Place (NSP) assessment, some of the trees may need to be modified or removed as deemed necessary for the park to retain its NSP status. Suitable replacement trees will be determined at the time if removal is required. - The current shelter (with bbq) has limited internal perimeter seating and no table located within the structure. Surveillance of the playground from this structure is also limited. Community members have asked if a new bbq and picnic shelters can be constructed closer to the play space. The existing structure would be upgraded to remove the bbq, install electricity points, and possible refurbishment to modify its use to an open shelter suitable for performances (Blues and Blueberry Festival), Community |

| Submission No. | Details of the submission | Proposed Response |
|----------------|---|--|
| | <ul style="list-style-type: none"> - The hit up wall and basketball ring is an excellent idea. - Proposed avenue of fruit trees – totally unnecessary. Every household has sufficient space to plant the fruit of their own preference. - Relocation of the rainwater tank – well sited and used in current location. - Exercise equipment for adults/elderly – supported. - Explanation of the Rex Norman name origins – supported. - Bus shelter relocation, bus pull-off extension, carpark extension are all traffic management issues and as such should not be addressed in this park plan. | <p>House activities, exercise classes and other identified community activities.</p> <ul style="list-style-type: none"> - Noted. - This component would add to the “community garden” and the Community House food security project. Prior to this component being implemented and any planting occurring, further community consultation would occur and an agreed maintenance agreement for the fruit trees would be developed between Council and the Community House. - It is proposed that the rainwater tank would be relocated to the new bbq area. The current rainwater tank water is not suitable for drinking. A drinking fountain would be installed with future park upgrades. - Noted. - Noted. - Traffic management issues (including bus pull-off extension, bus shelter relocation and carpark extension) need to be considered as part of the master plan process because they are integral to the functions of the park and have been identified as future upgrades and improvements. |
| 2 | <ul style="list-style-type: none"> - Park signage and feature – supports the concept of feature signage for the park, but sees no relationship of dry stone walls and the town. Township was settled on timber trade and any feature signage should be | <ul style="list-style-type: none"> - The final master plan concept layout identifies “park feature signage” (removal of the word “drystone”). The type of material used will be subject to further community consultation and the development of detailed |

| Submission No. | Details of the submission | Proposed Response |
|----------------|--|--|
| | <p>timber oriented.</p> <ul style="list-style-type: none"> - Avenue of fruit trees – this intrudes on a large area of open space and this space should be retained as open space. - Old Beechy Rail Trail Station building, proposed picnic table, tramline trolley with timber and railway gradient metal sculpture – all play an important part in retaining the history of the former railway line and should be retained and maintained accordingly. | <p>designs prior to any feature signage being installed.</p> <ul style="list-style-type: none"> - The Avenue of Fruit trees has been retained in the final master plan as a potential stage 3 project. As identified above, prior to this component being implemented and planting of fruit trees occurring, further community consultation would be undertaken and if supported by the community a maintenance agreement for the fruit trees would be developed between Council and the Community House. - Noted. |
| 3 | <ul style="list-style-type: none"> - Well done to Council and the consultants on the comprehensive draft. - Favourite components – drystone wall, shade and fruit trees. These will add to the park. Drought resistant tree species to be planted. - The railway history is part of the parks identity, however as noted in the report, lack of signage relating to indigenous presence prior to white settlement should be installed to acknowledge indigenous history. - Rex Norman Park – could the park be renamed to better recognise indigenous history. | <ul style="list-style-type: none"> - Noted. - Noted. - Improved park signage has been identified in the master plan and any new signage will need to be approved prior to installation. - The renaming of Rex Norman Park is outside the scope of the master plan project. |
| 4 | <ul style="list-style-type: none"> - The provision for the Gellibrand Community House to install a storage shed for equipment | <ul style="list-style-type: none"> - The park improvements identified have been provided through detailed community |

| Submission No. | Details of the submission | Proposed Response |
|----------------|---|---|
| | directly behind the Community House building. | consultation. The need for a storage shed has not been mentioned prior to this request. With the park improvements identified in the master plan, a storage shed for the Community House will not be considered at this point in time as it will take away from the visual amenity of the park. Discussions will be held with the Community House to determine their storage needs and identify a suitable solution without the need to install a storage shed. |

Council's Recreation and Open Space Coordinator attended the Gellibrand Market on Sunday 29 May 2016 to display the Master Plan and be available for face-to-face conversations for the project. Whilst no formal submissions were received, the community did provide the Council officer with verbal feedback on the plan. The feedback was generally positive and the only concern raised from one member of the community was the "Avenue of Fruit Trees" component of the master plan, with the concern being that it was not necessary and who would be responsible for the maintenance. The response to this is included in the table above. People were genuinely supportive of the master plan and look forward to working towards implementing the plan once it is adopted.

Another comment worth noting is the need to ensure that vehicle access for the park is retained for event days. Any new fencing/bollards installation or future improvements to pathways will need to ensure that the park remains accessible for events.

Council promoted the Rex Norman Park Master Plan during the public exhibition period on Facebook. The post reached 337 people and had two (2) comments.

| Comment No. | Details of the submission | Proposed Response |
|-------------|---|---|
| 1 | <ul style="list-style-type: none"> - Looks Good. - Is there somewhere for the buses to turn around if they approach the park from the wrong end? | <ul style="list-style-type: none"> - Noted. - Clear signage will be put in place to make sure that buses approach the bus parking area from the south. The school buses currently follow this practice. The master plan states that better signage is required for all aspects of the park. |
| 2 | <ul style="list-style-type: none"> - Looks good. I just hope there will be improved drainage of the playground. It gets rather wet and squishy under foot. | <ul style="list-style-type: none"> - The playground improvements will address the current drainage issues. Detailed designs will be developed for the playground construction. |

It is recommended that no major changes be made to the draft master plan, other than some minor word changes including that "a number of proposed elements may require additional

consultation and detailed design prior to construction”; and the removal of the word “drystone” for component one (1) on the concept layout to read “feature park signage”. The preparation of the draft master plan involved extensive consultation with the local community with great participation occurring during the development process.

Proposal

That Council adopts the Gellibrand Rex Norman Park Master Plan 2016.

Financial and Other Resource Implications

The purpose of developing a master plan for Rex Norman Park is to determine the best use and development of the park in accordance with community requirements, expectations and aspirations. The attached master plan including concept layout clearly maps out how different community infrastructure could be provided for on the site in a planned and staged approach.

The key improvements for Rex Norman Park identified through the consultation process and reflected in the master plan and concept plans include:

1. picnic seating and tables;
2. kids play area (especially more climbing/more adventure/more for older kids);
3. shaded areas;
4. skate facility; and
5. improved barbecue area.

The Gellibrand Rex Norman Park Master Plan 2016 includes a staged, prioritised and costed action plan for implementation that identifies a partnership approach between Council and the Gellibrand community for delivering the actions.

The estimated total project cost to implement the full plan is approximately \$468,435 (excluding GST). The action plan is separated into three stages with the indicative costings provided for each stage:

| Stage | Cost |
|---------------------|------------------|
| 1 | \$131,500 |
| 2 | \$130,000 |
| 3 | \$156,000 |
| Contingencies @ 10% | \$41,750 |
| Sub Total | \$459,250 |
| Escalation @ 2% | \$9,185 |
| TOTAL | \$468,435 |

It is important to note that once adopted, implementation of the master plan would be subject to Council’s annual budget process and future budget considerations and/or seeking funding from other sources including from other levels of government and/or other partners including the Gellibrand community. The master plan report notes that “the cost of implementing the master plan is beyond Council’s and the community’s ability to fund in the short term”. The “staged implementation and indicative costing” section of the master plan report provides an initial project breakdown for consideration and discussion, and proposes a staged budgeting approach for implementation. The information provided in this section of the master plan report is designed as a flexible guide, with changes in user priorities or earlier opportunities for funding potentially changing the proposed stages.

Proposed projects or physical works would need to be considered in line with all other competing priorities across the organisation. Prior to implementation some of the master

plan elements will require more detailed design and additional community engagement, for example: any proposed playground upgrades.

Risk Management & Compliance Issues

There are no risk management considerations in relation to this report. Risk management considerations will be factored in when implementing certain project elements of the master plan.

Environmental and Climate Change Considerations

There are no environmental considerations relating to this report. Environmental considerations will be factored in when implementing certain project elements of the master plan. Detailed design will be undertaken prior to major elements of the master plan being implemented.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to collaborate with the Gellibrand community in preparing the master plan. An extensive community engagement process was undertaken to prepare the draft master plan for the park with the community providing input and response on how the park was currently being used, what could be changed within the park, what improvements people would like to see, and any other ideas or comments people wanted to provide about the park.

The community engagement plan included the following activities:

- Meetings with the Gellibrand Community House in scoping out the project and identifying community engagement strategies.
- Hard copy community survey (distributed by the Gellibrand postal service to every house on the delivery run in the area) – 25 responses received.
- Community ‘open house’ in the park held on Monday 22 February 2016 from 3:30pm to 5:00pm – over 30 people attended this session. Separate discussions with school children at the bus stop as the children got off the bus also occurred.
- Telephone and direct contact with user groups, key stakeholders in the community and users of the park to discuss the project. Follow up onsite meetings were arranged on 22 and 23 February 2016 with groups and individuals who wanted to meet onsite to discuss their ideas further with the consultants.
- Market stall to display the initial draft master plan concept layout plan at the Gellibrand Blues and Blueberry Festival market on the 28 February 2016. This was a great opportunity for community members and visitors who attended the market to view the initial concept plans and provide initial comment and feedback.
- Presentation of the draft master plan report and initial concept plan to the community at two information sessions. Thirteen people attended these sessions and provided comments and feedback to the initial concept plans. These sessions provided opportunity for the local community to adjust the master plan to reflect their needs and expectations for the parks future development.
- Copies of the draft initial concept plans and the draft master plan were displayed at the Gellibrand Community House, Otways Tourist Park, Gellibrand River General Store and Café notice board, and within Rex Norman Park itself. This occurred both prior to and during the public exhibition period.
- Copies of the draft master plan emailed to organisations and individuals who had previously been involved in the project.

- Facebook posts seeking feedback and comments to the draft master plan - use of Colac Otway Shire Council's Facebook page and the Rex Norman Reserve Community Master Plan Facebook page.
- Market stall to display the draft master plan at the Gellibrand Market on the 29 May 2016.

The draft Gellibrand Rex Norman Park Master Plan was publicly exhibited from Friday 29 April 2016 to Friday 10 June 2016, in accordance with Council's Community Engagement Policy 2013.

As previously detailed in this report, a range of activities were undertaken to inform the community that the draft master plan was on public exhibition and feedback was sought by Council.

The community engagement process undertaken for this project has provided the opportunity for the community to be extensively involved in developing, shaping and reviewing the draft master plan for Rex Norman Park. The final master plan will provide guidance for what the park will look like and how the park could be used in the future in accordance with community requirements and expectations.

Implementation

The Gellibrand Rex Norman Park Master Plan will be implemented as funds become available, either through Council's annual budget process or external funding opportunities, eg: other levels of government.

Conclusion

The Gellibrand Rex Norman Park Master Plan has been developed based on significant consultation with the Gellibrand and district community, and provides a vision for the park space which reflects the needs and aspirations of the local community.

The master plan will guide future development, upgrades and renewal within the park based on the community's advice and feedback for how they would like to see the park developed and used in the future.

The master plan is a long term plan and its implementation will be subject to future budget considerations and the ability to access funding from other levels of government.

Attachments

1. Gellibrand Rex Norman Park Master Plan 2016

Recommendation

That Council:

1. ***Adopts the Gellibrand Rex Norman Park Master Plan 2016.***
2. ***Notes that any works outlined in the Gellibrand Rex Norman Park Master Plan 2016 would be subject to consideration via future budget processes and analysis of all Council priorities.***

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**OM162206-4 2016-2017 COMMUNITY FUNDING PROGRAM**

|             |                                   |           |               |
|-------------|-----------------------------------|-----------|---------------|
| AUTHOR:     | Nicole Frampton                   | ENDORSED: | Ingrid Bishop |
| DEPARTMENT: | Infrastructure & Leisure Services | FILE REF: | F15/10157     |

**Purpose**

The purpose of this report is to seek Council approval for recommendations from the Grants/Community Funding Advisory Committee for the 2016/2017 Community Funding Program.

**Declaration of Interests**

The following interests were declared at the meeting of the Grants/Community Funding Advisory Committee:

- Manager Arts and Leisure, Ian Seuren declared a conflict of interest due to his children attending Sacred Heart Primary School.
- Recreation and Open Space Coordinator, Nicole Frampton declared a conflict of interest due to being the executive officer of the Old Beechy Rail Trail committee.
- Recreation and Open Space Coordinator, Nicole Frampton declared a conflict of interest due to her children attending Sacred Heart Primary School.
- Recreation and Open Space Coordinator, Nicole Frampton declared a conflict of interest due to her membership of the Irrewarra Beeac Football Netball Club.
- Leisure and Arts Administrator, Vicki Jeffrey declared a conflict of interest as secretary of the Birregurra Community Group Inc.

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

**Background**

Applications for the 2016/2017 Community Funding Program opened 21 March 2016 and closed 29 April 2016. A total of seventy two (72) applications were received across the four categories requesting a total of \$148,181.

In February 2016 Council resolved:

***That Council:***

- 1) ***Endorses the revised 2016/2017 Council Community Funding Program guidelines and application forms.***
- 2) ***Commences implementation of Council's Community Funding Program in accordance with:***
  - a) ***The revised guidelines and application forms including the proposed processes and timelines, and***
  - b) ***The proposed funding levels:***
    - Recreation Facilities – \$95,000 (inclusive of relevant Small Equipment & Training applications)***
    - Community Projects – \$40,000 (inclusive of relevant Small Equipment & Training applications)***

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**COPACC Assistance – \$10,000**

***c) The allocations for each category stated in 2b) can be reallocated to suit the number and types of applications received, with any reallocations not intended to reduce the total grant pool of \$145,000.***

***d) If all the COPACC funds are not allocated through the process that they be held to be allocated later in the year.***

The Draft 2016/2017 Budget includes a total of \$145,000 funding for the Community Funding Program.

The Grants/Community Funding Advisory Committee met on 1 June 2016 to assess applications.

The Advisory Committee comprises representation of the full Council, however Cr Terry Woodcroft was an apology for the meeting, and Cr Michael Delahunty and Cr Chris Smith were absent from the meeting.

Grants were assessed on the cumulative available funding of \$145,000 for the funding categories.

The Advisory Committee considered the applications and the preliminary recommendations of Council officers.

**Council Plan / Other Strategies / Policy**

**Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

*Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

**A Healthy Community and Environment**

Actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

*Our Goal:*

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

**Issues / Options**

A total of seventy two (72) applications were received across the four categories under the 2016/2017 Community Funding Program comprising the following:

COPACC Assistance

- There were 10 applications under the COPACC Assistance category seeking \$13,664.75.
- It is recommended that 10 applications be funded from this category to an amount of \$9,633.

#### Small Equipment and Training

- There were 18 applications under the Small Equipment and Training category seeking \$13,674.50.
- It is recommended that 18 applications be funded from this category to an amount of \$13,202.

#### Community Projects

- There were 28 applications under the Community Projects category seeking \$69,508.75.
- It is recommended that 25 applications be funded from this category to an amount of \$55,932.

#### Recreation Facilities

- There were 16 applications under the Recreation Facilities category seeking \$51,333.
- It is recommended that 15 applications be funded from this category to an amount of \$50,038.

All applications were considered by the Advisory Committee and sixty eight (68) applications are recommended for funding within the provisions of the program guidelines and the level of funds available.

There are two options for Council:

1. Approve the recommendations from the Grants/Community Funding Advisory Committee for the 2016/2017 Community Funding Program.  
Approval of the recommendations will result in a total estimated value of works/activities to be undertaken of \$175,761 in COPACC performances, \$28,301 in Small Equipment and Training, \$175,092 in Community Projects and \$137,297 in Recreation Facilities.
2. Do not approve the recommendations from the Grants/Community Funding Advisory Committee for the 2016/2017 Community Funding Program.  
The Community Funding Program assists groups to partner with Council to achieve facility upgrades, capacity building projects, membership growth and community development initiatives that would not otherwise occur if either the community groups or Council had to fully finance them.

#### **Proposal**

It is proposed that Council approves the recommendations from the Grants/Community Funding Advisory Committee for the 2016/2017 Community Funding Program.

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

The Draft 2016/2017 Budget has an allocation of \$145,000 for the Council Community Funding Program which encompasses four funding categories – COPACC Assistance, Small Equipment and Training, Community Projects and Recreation Facilities. The implication of total expenditure for the 2016/2017 program under each of the funding categories is as follows:

- |                                |          |
|--------------------------------|----------|
| • COPACC Assistance            | \$9,633  |
| • Small Equipment and Training | \$13,202 |
| • Community Projects           | \$55,932 |
| • Recreation Facilities        | \$50,038 |

A total of \$128,805 across all four funding categories.

There is a balance of \$16,195 of unallocated funds available for the 2016/2017 Community Funding Program due to a decrease in the overall number of applications received from 97 in 2015/2016 to 72 in 2016/2017 and the amount of funding requested from community/sporting organisations. It should be acknowledged that there have been fluctuations in the amount of applications received over the years.

Four (4) grant applications have not been approved for funding as the projects are outside of the grant guidelines.

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

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

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

Some of the proposed projects add to beautification or improvement of local environs and more sustainable energy use. Council's Environment Unit has provided further advice and information regarding relevant applications. This information will be provided to applicants.

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

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

- Application forms and guidelines were advertised across the Shire in March/April 2016 for Colac Otway Shire's 2016/2017 Community Funding Program. An eye catching advertising format was used aiming to attract increased interest in the program, specifically from new groups. Advertising was in local media, Council publications and on Council's Facebook page.
- Letter and email notifications were sent to Council databases informing community and sporting organisations of the program dates prior to the program opening and then again following the opening of the program. A reminder email was sent informing the database of the program closing date and encouraging organisations to contact Council to discuss their project.
- Community information sessions were hosted by Council on 11 April 2016 in Colac (9 people attended) and 13 April 2016 in Apollo Bay (6 people attended) to enable groups to discuss the funding program with Council officers.
- Application packs were made available from Council's Customer Service Centres in Colac and Apollo Bay, via Council's website and through direct database email and mail.
- An email application lodgement process was offered to make it easier for applicants to submit applications electronically. Applications could also be hand written and returned to Council.
- On request, Council officers met with many individual applicants providing further assistance in progressing applications.

### **Implementation**

It is proposed to advise all applicants in writing, subject to Council's consideration of the recommendations of the Advisory Committee. A Civic Reception will be held at COPACC on 22 July 2016 to present certificates to successful applicants and notification of contributions subject to completion of compliance requirements. The timelines are designed to enable the grant recipients to have maximum time to undertake projects and meet project acquittal requirements.

### **Conclusion**

The Community Funding Program assists groups to partner with Council to achieve facility upgrades, capacity building projects, membership growth, group development and community development initiatives. This would not otherwise occur if either the community groups or Council had to fully finance them. Approval of the recommendations will result in a total estimated value of \$516,451 of works and activities to be undertaken across the Shire derived from Council's investment of \$128,805.

### **Attachments**

1. Community Funding Program 2016-2017 - COPACC Assistance Category Advisory Committee Assessments
2. Community Funding Program 2016-2017 - Small Equipment & Training Category Advisory Committee Assessments
3. Community Funding Program 2016-2017 - Recreation Facilities Category Advisory Committee Assessments
4. Community Funding Program 2016-2017 - Community Projects Category Advisory Committee Assessments

### **Recommendation**

#### ***That Council:***

1. ***Subject to the adoption of the 2016/2017 Council Budget, approves the recommendations from the Grants/Community Funding Advisory Committee for grants for the 2016/2017 Community Funding Program:***

#### ***a. COPACC ASSISTANCE***

|                                                                            |                       |
|----------------------------------------------------------------------------|-----------------------|
| <b><i>Colac Area Health – Battle of the Bands 2016</i></b>                 | <b><i>\$1,655</i></b> |
| <b><i>Colac Music Teachers Association – CMTA 2016 Eisteddfod</i></b>      | <b><i>\$843</i></b>   |
| <b><i>Colac Music Teachers Association – Masterclass &amp; Recital</i></b> | <b><i>\$217</i></b>   |
| <b><i>Colac West Primary School – Colac West Primary Production</i></b>    | <b><i>\$1,017</i></b> |
| <b><i>Colac Specialist School – 2016 Awards Night &amp; Musical</i></b>    | <b><i>\$1,089</i></b> |
| <b><i>Elliminyt Primary School – School Biennial productions</i></b>       | <b><i>\$759</i></b>   |
| <b><i>Forrest Neighbourhood House – Food finale cook off</i></b>           | <b><i>\$538</i></b>   |
| <b><i>Rotary Club of Colac West Inc. – Melbourne Cup Luncheon 2016</i></b> | <b><i>\$550</i></b>   |
| <b><i>Sacred Heart Primary School – School Production</i></b>              | <b><i>\$1,035</i></b> |
| <b><i>The Colac Players – Theatre Production</i></b>                       | <b><i>\$1,930</i></b> |

#### ***b. SMALL EQUIPMENT AND TRAINING***

|                                                                                 |                       |
|---------------------------------------------------------------------------------|-----------------------|
| <b><i>Apollo Bay Preschool Inc.</i></b>                                         | <b><i>\$1,000</i></b> |
| <b><i>Apollo Bay Sailing Club – Yacht Handicap Software &amp; Equipment</i></b> | <b><i>\$1,000</i></b> |
| <b><i>Colac Basketball Association Inc.</i></b>                                 | <b><i>\$1,000</i></b> |

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|                                                                          |                |
|--------------------------------------------------------------------------|----------------|
| <i>Colac Braves Baseball Club Inc.</i>                                   | <b>\$550</b>   |
| <i>Colac Central Indoor Bowls</i>                                        | <b>\$660</b>   |
| <i>Colac &amp; District Cricket Association Inc.</i>                     | <b>\$1,000</b> |
| <i>Colac Old Time Dance Club Inc.</i>                                    | <b>\$750</b>   |
| <i>Colac Otway Residents Action Group Inc.</i>                           | <b>\$527</b>   |
| <i>Colac Swimming Club Inc.</i>                                          | <b>\$719</b>   |
| <i>Cororooke Playgroup (Auspice: St Brendan's Parents &amp; Friends)</i> | <b>\$217</b>   |
| <i>Elliminyt Public Hall Inc. – New Refrigerator</i>                     | <b>\$315</b>   |
| <i>Irrewarra-Beeac Football Netball Club Inc. – Netball Equipment</i>    | <b>\$1,000</b> |
| <i>Lions Club of Forrest &amp; District</i>                              | <b>\$972</b>   |
| <i>Otway Badminton Club Inc.</i>                                         | <b>\$300</b>   |
| <i>Otway Derby Dolls – First Aid Training.</i>                           | <b>\$821</b>   |
| <i>Positive Ageing Ambassadors (Auspice: Community Hub Inc.)</i>         | <b>\$1,000</b> |
| <i>South West Do Care Inc.</i>                                           | <b>\$371</b>   |
| <i>Wye River Surf Lifesaving Club</i>                                    | <b>\$1,000</b> |

**c. RECREATION FACILITIES**

|                                                                       |                |
|-----------------------------------------------------------------------|----------------|
| <i>Alvie Football Netball Club</i>                                    | <b>\$4,560</b> |
| <i>Apollo Bay Community Youth Club Inc.</i>                           | <b>\$4,225</b> |
| <i>Beeac Tennis Club Inc.</i>                                         | <b>\$1,025</b> |
| <i>Birregurra Bowling Club</i>                                        | <b>\$3,200</b> |
| <i>Colac Field &amp; Game</i>                                         | <b>\$2,000</b> |
| <i>Colac Golf Club</i>                                                | <b>\$5,000</b> |
| <i>Colac Pony Club Inc.</i>                                           | <b>\$5,000</b> |
| <i>Irrewarra Beeac Football Netball Club Inc. – Hot water service</i> | <b>\$2,940</b> |
| <i>Irrewarra Cricket Club</i>                                         | <b>\$5,000</b> |
| <i>Irrewillipe Sports &amp; Entertainment Complex</i>                 | <b>\$5,000</b> |
| <i>Kawarren Recreation Reserve Committee Inc.</i>                     | <b>\$5,000</b> |
| <i>Pirron Yallock Committee of Management</i>                         | <b>\$2,988</b> |
| <i>South Colac Sports Club Inc.</i>                                   | <b>\$2,000</b> |
| <i>Warrion Cricket Club</i>                                           | <b>\$970</b>   |
| <i>Warrowie Recreation Reserve</i>                                    | <b>\$1,130</b> |

**d. COMMUNITY PROJECTS**

|                                                                      |                |
|----------------------------------------------------------------------|----------------|
| <i>Apollo Bay Radio Inc.</i>                                         | <b>\$4,960</b> |
| <i>Apollo Bay Sailing Club – CRC</i>                                 | <b>\$2,400</b> |
| <i>Barwon Child Youth &amp; Family</i>                               | <b>\$2,500</b> |
| <i>Beeac Community Centre Inc. (Hall)</i>                            | <b>\$5,000</b> |
| <i>Birregurra Public Hall</i>                                        | <b>\$2,631</b> |
| <i>Birregurra &amp; District Senior Citizens Centre Inc.</i>         | <b>\$835</b>   |
| <i>Carlisle River Hall Committee</i>                                 | <b>\$5,000</b> |
| <i>Colac Area Health – New Young Mums and Bubs Program</i>           | <b>\$2,000</b> |
| <i>Colac Camera Club – Marketing Project &amp; Equipment</i>         | <b>\$2,003</b> |
| <i>Colac Camera Club – Photographic Exhibition, Red Rock Gallery</i> | <b>\$661</b>   |
| <i>Colac Chorale Inc.</i>                                            | <b>\$530</b>   |
| <i>Colac &amp; District Riding for the Disabled Colac</i>            | <b>\$4,500</b> |
| <i>Colac &amp; District Gem Club</i>                                 | <b>\$521</b>   |
| <i>Colac &amp; District Historical Society Inc.</i>                  | <b>\$1,010</b> |
| <i>Colac &amp; District Mens Shed</i>                                | <b>\$5,000</b> |
| <i>Colac Legacy Club Inc.</i>                                        | <b>\$1,330</b> |
| <i>Friends of Colac Botanic Gardens</i>                              | <b>\$480</b>   |



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|                                                                |                       |
|----------------------------------------------------------------|-----------------------|
| <b><i>Elliminyt Public Hall Inc. – Renew Spouting</i></b>      | <b><i>\$802</i></b>   |
| <b><i>Larpent Hall Committee</i></b>                           | <b><i>\$1,520</i></b> |
| <b><i>Old Beechy Rail Trail Committee of Management</i></b>    | <b><i>\$700</i></b>   |
| <b><i>Otway Derby Dolls – New Skaters Safety Equipment</i></b> | <b><i>\$1,540</i></b> |
| <b><i>Otway Health</i></b>                                     | <b><i>\$4,450</i></b> |
| <b><i>Yeodene Public Hall &amp; Recreation Reserve</i></b>     | <b><i>\$3,059</i></b> |
| <b><i>Vic SES Colac Unit</i></b>                               | <b><i>\$1,000</i></b> |
| <b><i>Otway Conservation Association</i></b>                   | <b><i>\$1,500</i></b> |

2. ***Approves the recommendation of the Grants/Community Funding Advisory Committee that the remaining amount of \$367 from the COPACC Assistance category be available to other events until 30 June 2017. Other events, subject to meeting the funding criteria, may be decided upon and funding allocated by officers.***
  
3. ***Approves the recommendation of the Grants/Community Funding Advisory Committee that the remaining amount of \$15,828 from the remaining three categories (Recreation Facilities, Community Projects and Small Equipment and Training) be available to other projects until 30 April 2017, subject to meeting the funding criteria. Projects for funding may be decided upon and funding allocated by officers if the allocation does not exceed \$2,000. If a proposed allocation is over \$2,000, the matter is to be referred to a Council meeting for a decision by a resolution of the Council.***

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OM162206-5 FESTIVAL AND EVENTS SUPPORT SCHEME 2016 - 2017

| | | | |
|-------------|----------------------------------|-----------|-------------|
| AUTHOR: | Hege Eier | ENDORSED: | Brydon King |
| DEPARTMENT: | Development & Community Services | FILE REF: | F16/1035 |

Purpose

The purpose of this report is to seek Council endorsement of recommendations made by the Festival and Event Support Scheme Advisory Committee for applications received under the Colac Otway Festival and Events Support Scheme 2016-2017.

Declaration of Interests

No conflict of interest was declared.

Declaration of Interests

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

Background

Prior to 2007 four events received funding from Council; KANA, Apollo Bay Music Festival and Birregurra Weekend Festival.

In 2007, Council recognised that a number of new events were being implemented and that requests for funding from Council had increased.

In response to the increased demand for funding Council developed the Festival and Events Support Scheme (FESS), a fair and transparent process for all events to be assessed for funding by Council.

Since the introduction of the FESS, Council has funded over 65 different events.

In 2014, an internal review of the FESS identified that it was mostly the same events applying for and receiving funds through the program and that this had resulted in:

- limited scope for developing new events
- lack of financial security for new and existing events

Council at its meeting on the 25 February 2015 supported a number of changes to FESS, including;

- The introduction of three new categories of funding:
 - Sponsorship - funding for established events (up to \$5000)
 - Seed funding - funding for new events (up to \$2000)
 - One Off Event - funding for events that are expected to only occur once (up to \$1000)
- The maximum amount of funding available through FESS was set at \$5000.
- Applicants applying for funding under the Sponsorship or Seed funding category could apply for two year of consecutive funding (subject to budget approval).

Council Plan / Other Strategies / Policy**A Healthy Community and Environment**

Actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

Our Goal:

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

Issues / Options

Submissions for the 2016/2017 FESS closed on 29 April 2016. The total request for funding through the 2016- 2017 FESS was \$94,000 and the 2016/2017 FESS budget allocation is \$75,000.

There were 36 applications in total for the 2016/2017 FESS consisting of:

- 25 applications that were pre-approved for two years of funding through the 2015 - 2016 FESS.
- 11 new applications for the FESS for 2016/2017.

At the Council meeting on the 23 March 2016 Council reviewed the 25 applications that had been given 2 years of funding through the 2015/2016 FESS. Funding was confirmed for 24 events, with a motion being adopted not to allocate the second year of funding to Amy's Gran Fondo.

After the Council meeting on 23 March 2016 the following was identified in regards to the 24 events that had two years of confirmed funding. Two events did not require their second year of funding and funds were returned to the budget total as the events will not occur in 2016/17. These events were:

- Colac Otway Wood Design Exhibition
- Youth without a Roof

Three events that had received 2 years of funding needed a reassessment due to variations to the original application. These three events that required reassessments due to variations from their original proposals were:

- Annual Colac Orchid Show.
- Gellibrand Community Markets (was Sustainable Living Day Gellibrand).
- Birregurra Pop-Up Gallery (was Birregurra Easter Arts Event)

The tables below highlight the funding outcomes as a consequence of these changes.

| Amount committed for events in their second year of funding | |
|--|----------|
| Amount originally committed through 2015/2016 FESS for events in their second year of funding. | \$63,500 |
| Less amounts returned to funding program from events not supported or not to occur in 16/17: | |
| - Amy's Gran Fondo (not supported in second year of funding) | \$1,000 |
| - Youth without a Roof (cancelled) | \$4,000 |
| - Colac Otway Wood Design Exhibition (held bi-annually) | \$2,500 |
| Total Committed: | \$56,000 |
| Total amount available for variations to current events and new events | |

| | |
|---|-----------------|
| Amount recommended for variations to events in their second year of funding ie: Annual Orchid Show, Gellibrand Community Markets, Birregurra Pop-Up Gallery | \$1,500 |
| Total amount available for new events through 2016/2017 FESS | \$17,500 |
| Total available: | \$19,000 |
| Total FESS budget | \$75,000 |

A meeting of the FESS Advisory Committee was held 18 May 2016 with the following Councillors in attendance – Cr Buchanan, Cr Crook, Cr Hart and Cr Woodcroft. Cr Russell and Cr Delahunty were apologies. Cr Smith did not attend. The Advisory Committee supported the following additional funding to the following events:

| Events requiring variations to second year of funding | Funds committed through 2015/16 FESS | Supported funding 2016/17 FESS |
|---|---|---------------------------------------|
| Annual Colac Orchid Show | \$500 | \$1,000 |
| Gellibrand Community Markets (was Sustainable Living Day Gellibrand). | \$1,000 | \$2,000 |
| Birregurra Pop-Up Gallery (was Birregurra Easter Arts Event) | \$2000 | \$2,000 |
| Total increase to variations | | \$1,500 |

| New Events | Funds committed through 2015/16 FESS | Supported funding 2016/17 FESS |
|---|--------------------------------------|--------------------------------|
| Centenary of the Eurack Avenue of Honour | | \$1,500 |
| Apollo Bay Writers Festival | | \$2,000 |
| Apollo Bay and Otway District Agricultural Show | | \$2,000 |
| Lavers Hill Community Christmas Market | | \$1,000 |
| Lavers Hill Community Fire Refuge Event | | \$1,000 |
| CrossXpollination | | \$2,500 |
| Forrest Flicks | | \$1,500 |
| Great Victorian Bike Ride Street Party | | \$0 |
| Forrest 6 hour | | \$2,000 |
| Otway300 | | \$2,000 |
| Lights in Paradise | | \$2,000 |
| Total new assessments | | \$17,500 |
| Total of variations and new events: | | \$19,000 |

It is acknowledged that there may be some concerns in relation to FESS funding commercial based events as opposed to only community events however, officers consider that a mix of commercial and community events are important to the Shire for social and economic outcomes. It is recommended that Council sponsors some commercial events however it is vital that Council ensures this sponsorship is leveraged to deliver outcomes that benefit the community.

The Festival and Events Advisory Committee Meeting supported the funding of two commercial events being the; Forrest 6 Hour and Otway 300 on the grounds that these events increase visitation to Forrest and benefit the wider community and a number of businesses in Forrest. The Advisory Committee did not support funding the Great Victorian Bike Ride Street Party on the grounds that this event is closely connected with one business and that the event would not necessarily attract more visitors to Apollo Bay during the Great Victorian Bike Ride. The Committee agreed that the event would add to the festive atmosphere of the Great Victorian Bike Ride, but that it would be more appropriate for this event to explore other funding available through tourism grants.

Proposal

It is recommended that Council adopts the recommendations made by the FESS Advisory Committee to provide event funding for the identified event organisers/groups under the Colac Otway Festival and Events Support Scheme 2016/2017.

Financial and Other Resource Implications

A total budget allocation of \$75,000 has been provided in Council's Draft 2016/2017 Budget.

Risk Management & Compliance Issues

Endorsement of the Colac Otway Festival and Events Support Scheme 2016/2017 recommendations will reduce the risk to Council by ensuring that a fair, equitable and transparent process is applied to the administering of Council funding for events. Funded events must go through Council's Event Approval process which considers all risk management issues.

Environmental and Climate Change Considerations

The Colac Otway FESS 2016/2017 guidelines specify that it is a condition of all successfully funded applications that their event meets set criteria regarding event waste management. Other environmental considerations are identified throughout the Event Approval process and are dealt with accordingly.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to inform, collaborate and empower which includes:

1. Applications forms and guidelines were advertised across the Shire in March 2016 for Colac Otway Shire's 2016/2017 FESS.
2. Application forms were made available from Council's Customer Service Centres in Colac and Apollo Bay, via the website and through direct database mail.
3. An email application lodgement process was offered to make it easier for applicants to submit applications electronically.
4. Council officers met with individual applicants as required providing further assistance in progressing applications.

Implementation

It is proposed that applicants will be notified immediately of the outcome of their submission, following Council's consideration of the recommendations made by the FESS Advisory Committee.

A Civic Reception will be held at COPACC on Friday, 22 July 2016 to present certificates to successful applicants in conjunction with the Community Funding Program.

Conclusion

The Colac Otway FESS 2016/2017 allows Council to partner with a range of events held throughout the Shire. The contribution of festivals and events to celebrating the region's diversity, cultural, economic and social development is highly valued.

A mix of commercial and community events are important to the Shire for social and economic outcomes. It is recommended that Council continues to sponsor community events and targeted commercial events however it is vital that Council sponsorship of targeted commercial events delivers outcomes that benefit the community.

Attachments

1. FESS 2015-2016 Advisory Committee Assessment

Recommendation***That Council:***

1. ***Subject to the adoption of the 2016/2017 Council Budget, adopts the recommendations made by the Festival and Events Support Scheme Advisory Committee for funding allocations to events under the Colac Otway Festival and Events Support Scheme 2016/2017 as follows:***

| <u>Event Variations</u> | <u>Original
Funding</u> | <u>Funding
Increase</u> | <u>Total</u> |
|--|------------------------------------|------------------------------------|------------------------|
| <i>Annual Colac Orchid Show</i> | <i>\$500</i> | <i>\$500</i> | <i>\$1,000</i> |
| <i>Gellibrand Community Markets</i> | <i>\$1,000</i> | <i>\$1,000</i> | <i>\$2,000</i> |
| <i>Birregurra Pop Up gallery (Change of
concept and delivery time)</i> | <i>\$2,000</i> | <i>\$0</i> | <i>\$2,000</i> |
| <u>New Events</u> | | | |
| <i>i. Centenary of the Eurack Avenue of
Honour</i> | | | <i>\$1,500</i> |
| <i>ii. Apollo Bay Writers Festival</i> | | | <i>\$2,000</i> |
| <i>iii. Apollo Bay and Otway District
Agricultural Show</i> | | | <i>\$2,000</i> |
| <i>iv. Lavers Hill Community Christmas Market</i> | | | <i>\$1,000</i> |
| <i>v. Lavers Hill Community Fire Refuge Event</i> | | | <i>\$1,000</i> |
| <i>vi. CrossXpollination</i> | | | <i>\$2,500</i> |
| <i>vii. Forrest Flicks</i> | | | <i>\$1,500</i> |
| <i>viii. Great Vic Bikeride Street Party</i> | | | <i>\$0</i> |
| <i>ix. Forrest 6 Hour</i> | | | <i>\$2,000</i> |
| <i>x. Otway 300</i> | | | <i>\$2,000</i> |
| <i>xi. Lights in Paradise</i> | | | <i>\$2,000</i> |
| <i>TOTAL</i> | | | <i>\$19,000</i> |
|
2. Notes the allocation of Sponsorship and Seed funding via Council resolution of
23 March 2016 totalling \$56,000, based on Youth with a Roof and Colac Otway
Wood Design Exhibition not occurring in 2016/17, which combined with the
allocation in Item 1 totals \$75,000. | | | |
|
3. Notes that if the events as listed above do not occur the funding will not be
paid and returned to the total allocation of \$75,000. | | | |

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**OM162206-6 SMALL TOWN IMPROVEMENT PROGRAM (STIP) 2016 - 2017  
ALLOCATION OF FUNDS**

|             |                                  |           |             |
|-------------|----------------------------------|-----------|-------------|
| AUTHOR:     | Katrina Kehoe                    | ENDORSED: | Brydon King |
| DEPARTMENT: | Development & Community Services | FILE REF: | F16/1858    |

**Purpose**

To seek Council's approval for the proposed Small Town Improvement Program (STIP) allocation of funding recommended by the Program's Advisory Committee, subject to the adoption of the 2016/17 Council Budget and to seek support to conduct an internal review of the STIP during 2016/17.

**Declaration of Interests**

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

**Background**

Since 1999, Council has allocated funds annually towards the STIP. Small Town Progress Associations/Community Groups across the Shire are invited to submit proposals for projects to allow Council to decide on how best to allocate the funds. The annual allocation is currently \$100,000.

Funding is typically allocated to community infrastructure projects that would not be funded as a priority through Council's Capital Works program. The Economic Development Unit, in conjunction with other Council departments, oversees the implementation of the selected projects.

For the 2016/17 STIP, proposals were sought from small town community groups and 10 applications were received from 10 communities. These were circulated to other Council Departments to assess eligibility against each Department's regulatory, statutory and strategic requirements and to ensure that there were no barriers to the project proceeding.

All proposals were collated with a detailed summary prepared for the Small Town Improvement Program Advisory Committee to consider on 18 May 2016. The recommendations of the Advisory Committee are presented in the recommended list of proposed projects for the 2016/17 STIP.

The approved projects to be completed under the STIP will commence following Council's endorsement of the recommendations of this report and subject to the adoption of the 2016/17 Council Budget.

**Council Plan / Other Strategies / Policy****A Planned Future**

Creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

*Our Goal:*

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

**A Place to Live and Grow**

Is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

*Our Goal:*

Improve access to buildings, spaces, services and education to support and enable quality of life.

**Issues / Options**

Given the commitment of Council expenditure throughout the Shire, the STIP offers the opportunity for community infrastructure and community development projects to be undertaken in small communities which would otherwise have to compete for Council Capital Works funding. STIP projects have improved economic development in these small communities and engendered significant community enthusiasm and civic pride.

This year the value of funding requested from the STIP from all proposals combined was \$229,950. The budget available for STIP in 2016/17 is \$100,000 (subject to the adoption of the 2016/17 Council Budget). This will mean that some projects cannot be funded.

The following table summarises the proposals recommended for allocation in 2016/17 by the STIP advisory committee which met on 18 May 2016.

| <b>Proposal</b>                                                                                 | <b>Amount</b> |
|-------------------------------------------------------------------------------------------------|---------------|
| Apollo Bay foreshore drinking fountains                                                         | \$15,000      |
| Barwon Downs Hall kitchen upgrade (includes contingency)**                                      | \$20,000      |
| Birregurra Playground Shade Sail                                                                | \$25,000      |
| Forrest Information Board redevelopment                                                         | \$15,000      |
| Gellibrand Picnic Shelter *                                                                     | \$20,000      |
| Total of allocations                                                                            | \$95,000      |
| \$5,000 remaining for project contingency and if not required, funds to be allocated in 2017/18 | \$ 5,000      |
| Total                                                                                           | \$100,000     |

\* The Gellibrand picnic shelter is included in the Draft Rex Norman Reserve Master Plan. The period of public exhibition finished on 10 June 2016 and a council report is included in the agenda for this meeting. Comments from the community indicate that a picnic shelter is desired and further consultation will be undertaken to determine the style of the shelter.

\*\*The application for the Barwon Downs hall kitchen upgrade is \$18,199. A recommendation has been made for \$20,000, to allow for a contingency based on Council experience with refitting new kitchen facilities in an existing community hall.

As the Barwon Downs public hall is an old building, it is expected that additional works may be required for 'unknowns' once the upgrade begins. The contingency allowance represents nine per cent of the project budget.

The following table summarises the proposals received which are not recommended for STIP allocations in 2016/17:

| Proposal                                      | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Amount requested |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Beeac 'Light up the Park'                     | <ul style="list-style-type: none"> <li>Public Open Space strategy does not support lighting in playgrounds and parklands.</li> <li>If security/safety is a concern, street lights should be investigated.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                       | \$17,530         |
| Johanna Tennis Court                          | <ul style="list-style-type: none"> <li>A STIP allocation will be insufficient to complete the project.</li> <li>No alternative funding avenues available at this time.</li> <li>The project cannot be staged.</li> <li>The G21 Regional Tennis Strategy 2015-2025 supports this project, however it is low on the priority list. The suggested cost estimate in the strategy for one court is \$90,500 (April 2015). The application cost is undervalued.</li> </ul>                                                                                                                                                                       | \$41,420         |
| Kawarren Recreation Reserve Nature Playground | <ul style="list-style-type: none"> <li>Development of a play space has not been identified in the draft Playground Strategy. The Public Open Space strategy has no specific details recommended for Kawarren.</li> <li>Project scope could be improved – quote provided for design only, no quote provided for materials and labour.</li> <li>Cultural Heritage Management Plan could be required.</li> <li>Detailed design plans required for land manager consent.</li> </ul>                                                                                                                                                            | \$23,000         |
| Skenes Creek pathway and seats                | <ul style="list-style-type: none"> <li>Construction methods will need to meet design standards. The cost will be significantly above the estimate in the application.</li> <li>Some of the terrain is considered challenging along with limited available space between embankment and freehold land titles.</li> <li>Infrastructure unit has discussed with proponents alternative avenues to pursue in the future and will assist in confirming viability of scope and costs</li> <li>Great Ocean Road road reserve is within the Heritage Listed area and therefore the project would require approval by Heritage Victoria.</li> </ul> | \$22,500         |

|                                     |                                                                                                                                                                                                                       |          |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
|                                     | <ul style="list-style-type: none"> <li>Aboriginal Cultural Heritage sensitive area to be taken into consideration.</li> </ul>                                                                                         |          |
| River Bank Stabilisation, Wye River | <ul style="list-style-type: none"> <li>Additional works to complement the river walk project (which DELWP will complete this year with RDV Funds of \$40,000 and previous Council STIP funds of \$20,000).</li> </ul> | \$25,000 |

### Proposal

It is proposed that Council approves the proposed allocation of STIP funds recommended by the Small Town Improvement Program Advisory Committee subject to the adoption of the 2016/17 Council Budget.

A review of the Small Town Improvement Program will be undertaken in 2016/2017. The review will present options to Council for consideration.

### Financial and Other Resource Implications

As noted above, subject to Council adopting the 2016/17 budget, the available budget for STIP is \$100,000. If the recommended allocations are approved, there will be \$5,000 remaining in the program to be used for project contingency. If the contingency is not required, the remaining funds will be made available for STIP in 2017/18.

### Risk Management & Compliance Issues

All projects undertaken as part of the STIP follow Council's Risk Management processes, including preparation of a Risk Assessment Form and a completed and signed Job Safety Analysis/Safe Work Method Statement from suitable qualified contractors engaged to complete the work on Council's behalf.

Planning and building requirements, as well as cultural heritage and environmental issues, are considered and where required, appropriate permits are sought prior to implementation.

Land owner's consent is obtained and a funding agreement signed prior to any projects commencing on land which is not managed by Council.

### Environmental and Climate Change Considerations

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

### Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected is to inform, consult or involve, depending on the type of project. The STIP proposals have been submitted by representative community organisations which have worked with Council officers throughout the assessment process.

Following approval of the STIP allocations, Council's resolution will be communicated to the Small Town Progress Associations/Community Groups via mail.

In addition, press releases will be developed and issued to the relevant print media detailing projects to be undertaken in the respective small towns.

The Economic Development Unit will then liaise with the individual small town community groups to discuss the projects, in particular how any proposed in-kind contribution for the project can be provided and how Council will manage any cash contribution from the community group.

### **Implementation**

The Economic Development Unit will coordinate the projects in consultation with community groups, other applicable Council departments and State and Federal Government agencies.

### **Conclusion**

The STIP has allowed for small infrastructure projects to be completed in Council's smaller townships based on the priorities of respective local communities, and is well supported by the rural community.

The 2016/17 STIP projects recommended by the Small Town Improvement Program Advisory Committee will assist in improving economic and community development in the respective small towns.

A review of the program during 2016/2017 will be undertaken, with the intention that the program continues to be funded in Council's budget.

### **Attachments**

Nil

### **Recommendation**

#### ***That Council:***

**1. Approves the allocation of funding to specific projects as follows:**

- |                                                                    |                 |
|--------------------------------------------------------------------|-----------------|
| • <b>Apollo Bay foreshore drinking fountains</b>                   | <b>\$15,000</b> |
| • <b>Barwon Downs Hall kitchen upgrade (including contingency)</b> | <b>\$20,000</b> |
| • <b>Birregurra Playground Shade Sail</b>                          | <b>\$25,000</b> |
| • <b>Forrest Information Board redevelopment</b>                   | <b>\$15,000</b> |
| • <b>Gellibrand Picnic Shelter</b>                                 | <b>\$20,000</b> |

**2. Approves the remaining \$5,000 of unallocated funds in 2016/2017 to be used for project contingency if required, otherwise funds are to be available for allocation in STIP 2017/2018.**

**3. Supports a review of the STIP to be undertaken in 2016/2017.**

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OM162206-7 LAKE COLAC FORESHORE MASTER PLAN

| | | | |
|-------------|----------------------------------|-----------|-------------|
| AUTHOR: | Stewart Anderson | ENDORSED: | Brydon King |
| DEPARTMENT: | Development & Community Services | FILE REF: | F15/6480 |

Purpose

To consider the adoption of the Lake Colac Foreshore Master Plan (2016-2026).

Declaration of Interests

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

Background

In 2015 Council obtained a grant from the Federal Government to develop a new Lake Colac Foreshore Master Plan (the Plan). The Plan is focused on the areas managed by Council along the foreshore of Lake Colac and along the lower section of Barongarook Creek. It does not make specific recommendations for the whole water body and does not address broader catchment scale issues such as water quality as these areas are beyond Council's control.

The Lake Colac Coordinating Committee (LCCC) is appointed to advise Council on the development and implementation of the Plan. The LCCC also provides a forum for coordinated efforts of community, local Government and State Government agencies to implement strategic actions across the entire area of the lake. The scope for the Plan was developed in consultation with the LCCC. LMH Consulting Group was appointed in June 2015 to help Council develop the new Plan. The development of the new Plan occurred over three major stages;

Stage 1. Environmental Scan

Consisting of a desk top review of all related documents and other available information to determine the status of actions identified in existing documents (e.g. 2002 Lake Colac Master Plan) that have a direct influence on the study area.

Stage 2. Community Engagement

A community engagement plan was developed that identified a comprehensive list of stakeholders and a range of engagement methods that were used to ensure a broad cross-section of the community was involved in the development of the Plan.

Stage 3. Master Plan Development

Development of a plan that sets a vision for the area and provides annotated concept designs on how the vision can be realised along with a high level implementation plan. The Plan identifies actions in a prioritised framework, highlighting likely resource implications and potential funding opportunities for implementation.

The Draft Lake Colac Foreshore Master Plan was presented to Council at the Ordinary Council meeting held on 23 March 2016 and was approved to go out on public exhibition for a six week period. Accordingly, a copy of the Draft Plan was placed on Council's website and hard copies were placed in Council Offices along with the public libraries in Colac and Apollo Bay. A media release was issued to highlight to the community that the Draft Plan was on exhibition and public comment was being sought. In addition social media was

utilised to promote the opportunity for the community to provide comment and a visual display was set up in COPACC to enable people to make comment on what is being proposed in a more creative manner. Council officers also met with community members, community groups and schools to get a clear understanding of their views on the Draft Plan.

Council Plan / Other Strategies / Policy

A Place to Live and Grow

Is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

Our Goal:

Improve access to buildings, spaces, services and education to support and enable quality of life.

A Healthy Community and Environment

Actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

Our Goal:

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

Issues / Options

The public comment period for the Draft Plan finished on 6 May 2016. A summary of the amount of feedback received from the public is provided in the table below. Thirty one written submissions were made from a wide range of community members and groups. This demonstrates the strong community interest in the lake and its surrounds.

| Form of Feedback | Number of Submissions/Responses |
|-------------------------|--|
| Written submission | 31 |
| Surveys from COPACC | 9 |
| Responses from students | 48 |

A Special Meeting of the LCCC was also held to get its feedback on the Draft Plan. Whilst the majority of feedback was supportive many people identified changes and/or additions they thought would improve the Draft Plan. The Project Control Group spent a considerable amount of time considering all the feedback and discussing what aspects of the Draft Plan should or shouldn't be changed. The rationale for making any changes or not, has been carefully documented. This information will be sent to each person or group that made a written submission once the Plan is ultimately approved by Council. Council will also write to the local schools who provided input the process to highlight the value of their students input.

The table in Attachment 1 provides a summary of the major comments received through the public exhibition period and the rationale for the changes made to the Plan.

Analysis of the feedback to the Draft Master Plan has highlighted opportunities for enhancement of the document. The revised version of the Plan is attached to this report in Attachment 2.

Whilst not all feedback received has resulted in changes, the consultation process has provided for improvement to the Draft Plan.

A summary of the key elements of the new Plan is provided below to highlight the challenges associated with finalising the list of actions, providing the level of detail required to direct implementation and to include key elements that distinguish the new Plan as both innovative and realistic.

During the course of the project a large effort was made to engage a broad cross section of the community about what they thought should be done on the lake foreshore. Whilst the ideas ranged from the practical (i.e. more pathways and lighting) through to the radical (i.e. skate parks and large amphitheatres) there was a consistent push for doing the fundamentals well while having a few extra features to draw more people to the area that will not have unmanageable ongoing maintenance costs.

The fundamental elements have been incorporated throughout the plan. The extension and widening of paths to meet shared pathway standards is a major element of the new Plan and whilst this may not seem that exciting it is critical to encourage more use of the area. Importantly the Plan has linked the paths to accommodate the Park Run concept which is a popular way for people to go to different places and take a run along a set course and then post their time on a website to see how they stack up against others. Importantly the Plan also highlights the opportunity to extend the pathway around the lake in the longer term and while this is not on Council land it is made clear that it is something Council will advocate for going forward. With more paths obviously there is a need for more lighting, more water stations and more bins. Whilst the Plan provides more of these elements we were careful not to create unmanageable ongoing maintenance costs. The community was very clear in its feedback that we should not do anything we cannot maintain and the Plan aims to strike the right balance between extra facilities being put in place overtime while also assuring they are affordable in terms of ongoing maintenance.

The more unique features of the new Plan include the major enhancement of the embankment between the rowing club and the yacht club, the development of a new infinity jetty as a point of interest and an investigation into a new regional play space. These elements aim to attract many more people to the area regardless of whether there is water in the lake or not. Whilst the Infinity Jetty and the location of the Regional Play Space were not supported by everyone the majority of feedback received was supportive because they could see the potential benefit these elements would provide if they are done carefully in a manner that respects the values of the area. Further community consultation will be undertaken to determine the final design of these elements.

The Plan states that an investigation will be undertaken into the development of an all ages and abilities Regional Play Space on the foreshore in Zone 5. The investigation will determine the details of what a Regional Play Space could consist of that respects and enhances the values of the area. Regional Play Spaces have many benefits for children and families, as well as improving children's physical, mental, emotional and social development. They draw residents from across a Shire-wide catchment, as well as across the further region. They are developed so that visitors are encouraged to stay for longer than 2 hours, as they incorporate a wide range of complementary facilities.

They normally contain a wide variety of equipment and play experiences not normally accommodated at a township play space. The length of stay often means they are a destination and in turn creates spend in the location. The regional economic modelling tool (REMPPLAN) indicates that visitation into Colac of an additional 100 visitors would have an

effect of creating an additional \$4,000 economic impact each day locally. Based on 150 days of weekends, holidays and excursions per year this would equate to an additional \$600,000 of local economic activity each year as a result of the new Regional Play Space.

In addition, Regional Play Spaces are important for social interaction for children as well as carers (eg: parents, grandparents) due to the length of time people stay at these facilities. A Regional Play Space is a valuable asset to Council's suite of play spaces as they provide the greatest diversity of activities and play experiences for all ages. This facility may also provide iconic items or specialised uses not found in district or local play spaces and are designed to be accessible, with input from residents as well as local community groups.

Another key element of the plan is the provision of more points for access to three phase power to enable more events to be held on the foreshore. This approach was favoured over constructing amphitheatres and sound shells because these have been done in many other locations and were ultimately found to be an ongoing maintenance problem and due to the fixed nature they were only suitable for specific events. By providing three phase power in various locations in the area between the rowing club and the boat ramp (Zone 5) various events can be held in a variety of ways without having restrictive structures that create ongoing maintenance issues.

The Plan highlights that although some of the existing infrastructure is aging and has restricted use any plans to change the current buildings would need careful analysis.

Accordingly, while the Plan gives direction on how any renovations should be done to create a consistent theme along the foreshore, only at the end of the life will detailed investigations be carried out to determine if the new building can provide for multiple uses. The investigations are not aiming to remove any of the buildings. They aim to ensure the construction of any new building is done in the most valuable, respectful and cost effective means.

A number of community members highlighted the opportunities for the area currently occupied by the caravan park adjacent to the mouth of Barongarook Creek. Whilst the Lake Colac Caravan Park is currently under a lease arrangement the Plan now identifies that an investigation would be carried out when the lease expires to determine the best use of the area and whether the needs associated with the caravan park could be accommodated in another location. The investigation may determine that the caravan park should remain in the current location but due to the location being so central to the foreshore area it is appropriate that its use be given careful consideration prior to extending the lease arrangement. It is important to highlight that the park is currently being managed in a professional and effective manner. This recommendation has been added to the Plan solely because of the value and prominence of this land within the foreshore area, it is not due to any concerns with the current management of the Lake Colac Caravan Park.

It is also worth noting that Zone 1 and Zone 10 only have minimal actions being recommended in the next ten years. The community was very clear in its view that Meredith Park should be kept very simple and the area in Zone 1 will only have pathways implemented if and when the private land in the area is subdivided.

Proposal

That Council endorses the attached Lake Colac Foreshore Master Plan 2016-2026.

Financial and Other Resource Implications

Council is responsible for the management of the areas adjoining the lake that are the focus of the Plan.

The Plan determines the priorities for the different areas along the foreshore of Lake Colac and along the lower section of Barongarook Creek. It provides a practical and achievable 10-year action plan including a timeframe and indicative costings for recommendations for the first five years. While it is expected the Plan will include projects that can be adopted by the community, the majority will be projects that will be driven by council. Implementation of the actions identified in the Plan will be subject to future funding consideration as part of normal budget processes. However, the more complex actions identified in the Plan will require further investigations to be completed before implementation can be undertaken and will also require funding to be obtained from the State or Federal Government. Further community consultation will be undertaken as part of these investigations to ensure the community has direct input to the final design.

Other broader issues and opportunities (e.g. lake health and a pathway around the lake) are not the focus of the plan but mention is made about Councils role in advocating and facilitating action in relation to these matters.

If and when the Plan is adopted Council will work with the members of the LCCC to establish working groups to help with the implementation of the actions in the Plan. For example a working group will be established to look at the development of the art and sculpture trail. It is hoped that local members of the art and history fraternities would have members on the working group to ensure we get the best outcome possible for our community.

Risk Management & Compliance Issues

There are no significant risk management or compliance issues associated with the proposal in this report.

Environmental and Climate Change Considerations

There are no significant environmental issues associated with the proposal in this report.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

In this stage of the project the method selected was to consult the community on the recommendations made in the Draft Plan and involve key stakeholders in discussions about specific issues prior to submitting the Plan to Council for formal adoption.

Implementation

If the proposal in this report is supported by Council a copy of the Plan will be placed on Council's website and hard copies will be placed in Council Offices. Copies of the Plan will also be sent to members of the LCCC and other key stakeholder groups. A media release will be issued to highlight to the community that the Plan has been endorsed.

In addition social media will be utilised to promote the opportunity for the community to be involved in the implementation of the actions in the Plan. If requested Council officers will also meet with community members to discuss the actions in the Plan in more detail.

Conclusion

The extensive community engagement process undertaken through the project provides a very strong basis for the development of a robust and innovative Plan. If the proposal in this report is supported letters will be sent to each person who made a written submission explaining the process taken to consider their comments and how they were addressed. Council will then begin working with community and other government agencies to implement the actions. Progress reports will be provided to Council on a regular basis to ensure they are kept up to date with the implementation of the Plan.

Attachments

1. Council Report Attachment 1 - Lake Colac Foreshore Summary of comments.pdf
2. Lake Colac Foreshore Master Plan Final

Recommendation***That Council:***

- 1. Adopts the Lake Colac Foreshore Master Plan (2016-2026).***

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**OM162206-8 CONTRACT 1604 - COLAC CENTRAL RESERVE REDEVELOPMENT**

|             |                                   |           |               |
|-------------|-----------------------------------|-----------|---------------|
| AUTHOR:     | Andrew Kavanagh                   | ENDORSED: | Ingrid Bishop |
| DEPARTMENT: | Infrastructure & Leisure Services | FILE REF: | F16/3071      |

**Purpose**

Council approval is required to award Contract 1604 – Colac Central Reserve Redevelopment for which tenders have been received.

**Declaration of Interests**

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

**Background**

Central Reserve is Colac Otway Shire's premier recreation reserve and a key component of the Colac Beechy Precinct. The reserve attracts approximately 100,000 visitations per year including people of all ages.

In 2013, Council invested significantly into the upgrade of Central Reserve's main oval with the construction of a premium sports field. However the off-field facilities are of poor quality and do not meet appropriate standards for sport participation, particularly competition football and netball.

The development of facilities at Central Reserve is guided by the Central Reserve Master Plan, prepared in 2000 and reviewed in 2007. The Central Reserve Redevelopment project will improve off-field facilities for participants and officials including:

- new pavilion – including changerooms, umpires facilities, officials' rooms, meeting space and storage;
- grandstand refurbishment – refurbishment of changerooms, amenities and storage; and
- netball changerooms and amenities – new changerooms, amenities, administration area and storage.

In 2013, Member for Corangamite Sarah Henderson committed \$2.5 million to the redevelopment of facilities at Central Reserve. Council has secured additional funding from a range of sources. Full budget details are outlined below:

| Source                                                                                                              | Amount             |
|---------------------------------------------------------------------------------------------------------------------|--------------------|
| Department of Infrastructure and Regional Development – Community Development Grants Programme (Federal Government) | \$2,500,000        |
| Local Government Victoria                                                                                           | \$200,000          |
| Sport and Recreation Victoria (Country Football Netball Program)                                                    | \$100,000          |
| Council                                                                                                             | \$150,000          |
| Community – Colac & District Football Netball League and Colac Football Netball Club                                | \$100,000          |
| <b>TOTAL</b>                                                                                                        | <b>\$3,050,000</b> |

The budget includes construction, design, project management, utility upgrades and project contingency.

Council invited tenders for the redevelopment of the Central Reserve sporting complex on 1 April 2016. The close date for submissions was 4 May 2016.

Tenderers were required to price two alternative scopes of works:

- Alternative A – construction of a new pavilion, netball changerooms and amenities as well as refurbishment of the existing grandstand and associated facilities.
- Alternative B – construction of a new pavilion, netball changerooms and amenities.

The contract is a lump sum contract with no provision for rise and fall and a nominated practical completion date of 31 March 2017.

Tenderers were required to submit a draft construction program that allowed the grandstand and netball changerooms to remain operational for the duration of the football/netball season.

Tenders were received from the following contractors (in alphabetical order):

|                                                                           |
|---------------------------------------------------------------------------|
| <b>BDH Constructions Pty Ltd</b>                                          |
| <b>Otway Securities Pty Ltd t/as MKM Constructions</b>                    |
| <b>Spence Construction &amp; Joinery Pty Ltd t/as Spence Construction</b> |

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

| <b><u>Criteria</u></b>                                                             | <b><u>Weight</u></b> |
|------------------------------------------------------------------------------------|----------------------|
| Tendered price                                                                     | 60                   |
| Capacity and resources to complete the contract and on time                        | 10                   |
| Tenderer's relevant experience and experience of key personnel and subcontractors, | 10                   |
| Track record and proven performance of the contractor and subcontractors           | 15                   |
| Local content                                                                      | 5                    |

The Tender Evaluation Panel consisted of the following members:

Manager, Capital and Major Projects  
Director, Centrum Architects  
Contract Governance Coordinator

Council's Project Delivery Coordinator also participated in the tender evaluation process but was not a final signatory to the report.

Tenderers must also satisfy Colac Otway Shire Council that they meet requirements for:

- Occupational health & safety;
- Financial viability; and
- Value for money.

The Tender Evaluation Panel assessed the submission by **Spence Construction** as offering the best value to Council when applying the selection criteria.

The Tender Evaluation Panel recommends awarding Spence Construction the contract for the full scope of works.

Spence Construction is a local contractor based in Colac with experience and a proven performance record in building construction. It is expected that all contracted services will be completed to a high standard if this contractor is engaged.

Council projects successfully completed by Spence Construction include the redevelopment of the Colac Youth and Recreation Centre (2011, \$374,000) and the redevelopment of the Alvie Recreation Reserve Clubrooms (2010, \$326,000).

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

#### **Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### *Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

#### **A Place to Live and Grow**

Is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

#### *Our Goal:*

Improve access to buildings, spaces, services and education to support and enable quality of life.

### **Issues / Options**

Spence Construction tendered based on an alternative practical completion date of 24 April 2017. This will require parties to negotiate with the Geelong Football League due to the impact on Colac Tigers home games. Initial conversations undertaken with the league have been positive, with future game dates to be set accordingly. The alternative completion date will still allow acquittal of the project within the prescribed timeframes. Therefore there will be no risk to project funding.

It is necessary to award the contract and proceed with the construction works to facilitate the least amount of disruption to the use of Central Reserve and meet the nominated completion date of 24 April 2017.

### **Proposal**

It is proposed to award the contract for the full scope of works, including construction of a new pavilion, netball changerooms and amenities as well as refurbishment of the existing grandstand and associated facilities to Spence Construction.

The Tender Evaluation Panel selected Spence Construction as the preferred tenderer as their submission was best value and scored highest on the selection criteria.

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

The preferred tender is within the available project budget.

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

The Contractor is required to provide adequate documentation for occupational health and safety, site management, environmental and traffic / pedestrian management.

The preferred tenderer, Spence Construction, has a proven track record of management of risks and completion of contracts to specification and on time.

Council should be confident that by contracting Spence Construction it will minimise exposure to occupational health and safety issues and non-compliance with the contract.

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

The Contractor is required to comply with specified environmental protection measures.

### **Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The methods selected would be to inform and collaborate. The tender was advertised in the Colac Herald on 1 April 2016 and the Geelong Advertiser on 2 April 2016. The tender was also advertised on the Council's website and Tenderlink.

The design of the facilities has included significant community consultation. The design was guided by the Central Reserve Redevelopment Project Reference Group which includes representatives from the Colac & District Football Netball League, Colac & District Football League Netball Association, Colac Football Netball Club and the Colac & District Football Umpires Association. In addition, consultation was undertaken with the Central Reserve Advisory Committee, Netball Victoria, AFL Victoria, AFL Barwon and the Geelong Falcons.

### **Implementation**

Spence Construction has programmed works to commence immediately after signing the contract.

### **Conclusion**

A recommendation is made to award the contract to Spence Construction for the redevelopment of the Central Reserve sporting complex, including construction of a new pavilion and change rooms and refurbishment of existing grandstand and associated facilities.

### **Attachments**

Nil

### **Recommendation**

#### ***That Council:***

- 1. Awards Contract 1604 for Colac Central Reserve Redevelopment to Spence Construction & Joinery Pty Ltd t/as Spence Construction at the tender price of***



***\$2,472,052.00 (excluding GST).***

- 2. Notes that the available project funding is sufficient to meet all project costs and no requirement will arise for further funding.***
- 3. Authorises the Chief Executive Officer to place under Council Seal the contract documents following award of Contract 1604.***
- 4. Authorises the Chief Executive Officer to perform all functions and exercise all powers of the Principal under the Contract in accordance with the terms of the Contract.***

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**OM162206-9 CONTRACT 1301 - CLEANING OF BUILDINGS, PUBLIC
CONVENIENCES AND BARBECUES - OPTION TO EXTEND
CONTRACT**

| | | | |
|-------------|--------------------|-----------|------------|
| AUTHOR: | Andrew Kavanagh | ENDORSED: | Mark Lyons |
| DEPARTMENT: | Corporate Services | FILE REF: | F13/220 |

Purpose

The purpose of this report is to consider the extension of the contract period for Contract 1301 – Cleaning of Buildings, Public Conveniences and Barbecues.

Declaration of Interests

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

Background

The Cleaning Services contract was awarded in May 2013 to Colac Cleaning Services for a term of two years from 1 July 2013 to 30 June 2015. Council exercised the first of three options to extend the contract for 12 months in 2016. Colac Cleaning Services has performed the contracted services for Council for over 20 years, except for a three year period between August 2010 and June 2013 during which the contract was held by a different company. Colac Cleaning Services has agreed to extend the contract period by 12 months at this time.

Tender submissions for the cleaning services contract were received from the following six companies in March 2013:

- Colac Cleaning Services Pty Ltd
- International Cleaning Services (Aust)
- GJ&K Cleaning Services
- Shining Knight Facility Services
- TJS Cleaning Services Melbourne
- Wayne Cleaning Systems

Council awarded the contract to Colac Cleaning Services on the assessment that it offered best value to Council.

Council Plan / Other Strategies / Policy

Good Governance

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

Issues / Options

Council may extend the contract for 12 months in accordance with the Contract conditions or alternatively Council could re-tender the contract. If the re-tender option was to be considered a partial extension of the contract would need to be negotiated with Colac Cleaning Services while Council issues a new request for tender and awards a new contract.

Colac Cleaning Services continues to deliver services of sounds quality to Council under the current contract. The Colac-based company has a well-developed understanding of Council's needs having held the contract for the majority of the last 20-plus years.

Proposal

It is proposed to extend the existing contract for a further 12 months from 1 July 2016 to 30 June 2017.

Financial and Other Resource Implications

The allocation of funding for cleaning services is budgeted within each individual Council department.

Risk Management & Compliance Issues

The Contractor is required to provide documentation for occupational health and safety. Evidence of the services undertaken by Colac Cleaning Services has shown that Council can be confident that this contractor will minimise its exposure to risk in occupational health and safety issues and non-compliance of the contract.

Occupational health and safety issues and compliance with the Occupational Health and Safety Act are managed through administration of the contract.

Environmental and Climate Change Considerations

The Contractor is required to maintain appropriate systems to deal with environmental incidents which are identified through administration of the contract. There have been no environmental issues relating to this contract.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be inform. The contract stakeholders will be advised of the outcome of an extension to the cleaning contract term.

Implementation

Upon Council's approval the Contractor will be notified of the extension to the contract period or rejection of their offer to extend the contract.

Conclusion

Colac Cleaning Services has put forward a request to extend the contract within the terms set forth in the original request for tender document. They have provided a sound service and at a competitive price over the past three years for the current contract. It is expected that cleaning will continue in a similar manner and with no disruption to service if the contract period is extended.

Attachments

Nil

Recommendation

That Council:

- 1. Extends the contract period of Contract 1301 – Cleaning of Buildings, Public Convenience and Barbecues for a further 12 months from 1 July 2016 until 30 June 2017 in accordance with the Contract.***
- 2. Authorises the Chief Executive Officer to sign the extension to the Contract following award by Council.***

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**OM162206-10 MINUTES OF THE OLD BEECHY RAIL TRAIL COMMITTEE**

|             |                                   |           |               |
|-------------|-----------------------------------|-----------|---------------|
| AUTHOR:     | Nicole Frampton                   | ENDORSED: | Ingrid Bishop |
| DEPARTMENT: | Infrastructure & Leisure Services | FILE REF: | 11/96660      |

It has been previously agreed to by Council that the minutes of the Old Beechy Rail Trail Committee should be included in the Council agenda once any confidential items have been identified and the minutes have been confirmed by the Committee.

Attached are the Minutes from the meeting held on 4 April 2016.

Meetings are held every two months, commencing February of each year.

**Attachments**

1. Meeting Minutes - Old Beechy Rail Trail Committee - 4 April 2016 - Confirmed

**Recommendation**

***That Council notes the Minutes of the Old Beechy Rail Trail Committee for 4 April 2016.***

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OM162206-11 ASSEMBLY OF COUNCILLORS

| | | | |
|-------------|--------------------|-----------|------------|
| AUTHOR: | Alison Richardson | ENDORSED: | Jenny Wood |
| DEPARTMENT: | Corporate Services | FILE REF: | F15/6106 |

Introduction

The *Local Government Act 1989* (the Act) requires that records of meetings, which constitute an Assembly of Councillors, be tabled at the next practicable meeting of Council and incorporated in the minutes of the Council meeting.

Definition

An “assembly of Councillors” is a defined term under section 3(1) of the *Local Government Act 1989*.

It is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority and which is either of the following:

- A meeting of an advisory committee where at least one Councillor is present or
- A planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

If a meeting fits either of these types, the procedures applying to an assembly of Councillors must be complied with, irrespective of any name or description given to the committee or meeting.

Advisory Committees

Section 3(1) of the Act defines an advisory committee to be any committee established by the Council, other than a special committee, that provides advice to:

- *the Council or*
- *a special committee or*
- *a member of Council staff who has been delegated a power, duty or function of the Council under section 98.*

Councillor briefings

One type of meeting that is clearly an assembly of Councillors is the type of regular meeting, commonly referred to as a “Councillor Briefing” or similar name where Councillors and staff meet to discuss issues that are likely to come before Council for decision.

As part of decision making processes at Colac Otway, it is essential that Councillors are briefed on a range of issues which come before Council for consideration. As a means of providing this information, Assembly of Councillor briefings are conducted.

Assemblies are also attended by Council Officers, and sometimes other specific advisors, to provide Councillors with a detailed knowledge and understanding of issues under consideration to a level of detail that would inhibit timely decision-making, that would not be possible in an open council meeting or where decision-making related debate is governed by strict meeting procedures.

While these meetings have no authority to make Council decisions, they are generally assemblies of Councillors and subject to conflict of interest disclosures.

What records are to be kept

Section 80A of the Act requires that a record must be kept of an Assembly of Councillors which lists:

- the names of all Councillors and members of Council staff attending;
- the matters considered;
- conflict of interest disclosures made by a Councillor (if any are made); and
- whether a Councillor who has disclosed a conflict of interest leaves the assembly.

It is a requirement that the record of an assembly is to be reported to the next practicable ordinary meeting of Council and be incorporated in the minutes of that Council meeting.

Assemblies of Councillors

The following Assemblies of Councillors have been held:

- Assembly of Councillors – Friends of the Botanic Gardens Advisory Committee – 12052016
- Assembly of Councillors – Councillor Briefing - 18052016
- Assembly of Councillors – Small Towns Improvement Program Advisory Committee – 18052016
- Assembly of Councillors – Festival and Events Support Scheme Advisory Committee – 18052016
- Assembly of Councillors – Pre-Ordinary Council Meeting Preparation – 25052016
- Assembly of Councillors – Councillor Briefing – 01062016
- Assembly of Councillors – Pre-Special Council Meeting Preparation – 06062016
- Assembly of Councillors – Pre-Planning Committee Meeting Preparation – 08062016
- Assembly of Councillors – Councillor Briefing - 08062016

Attachments

1. Assembly of Councillors – Friends of the Botanic Gardens Advisory Committee – 12052016
2. Assembly of Councillors - Councillor Briefing 18052016
3. Assembly of Councillors - Small Towns Improvement Program Advisory Committee - 18052016
4. Assembly of Councillors - Festival and Events Support Scheme Advisory Committee 18052016
5. Assembly of Councillors - Pre-Ordinary Council Meeting Preparation
6. Assembly of Councillors - Councillor Briefing 01062016
7. Pre-Special Council Meeting Preparation 06062016
8. Pre-Planning Committee Meeting Preparation
9. Assembly of Councillors - Councillor Briefing 08062016

Recommendation:

That Council Notes the Assembly of Councillors reports for:

- ***Assembly of Councillors – Friends of the Botanic Gardens Advisory Committee – 12052016***
- ***Assembly of Councillors – Councillor Briefing - 18052016***
- ***Assembly of Councillors – Small Towns Improvement Program Advisory Committee – 18052016***

- ***Assembly of Councillors – Festival and Events Support Scheme Advisory Committee - 18052016***
- ***Assembly of Councillors – Pre-Ordinary Council Meeting Preparation – 25052016***
- ***Assembly of Councillors – Councillor Briefing – 01062016***
- ***Assembly of Councillors – Pre-Special Council Meeting Preparation – 06062016***
- ***Assembly of Councillors – Pre-Planning Committee Meeting Preparation – 08062016***
- ***Assembly of Councillors – Councillor Briefing - 08062016***

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## IN COMMITTEE

### **Recommendation**

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

| <b>SUBJECT</b>                                                                                             | <b>REASON</b>                                                                                                                              | <b>SECTION OF ACT</b>          |
|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Minutes of In-Committee Council Meeting held on 25 May 2016</b>                                         | this matter deals with contractual matters; AND this matter deals with a proposed development AND may prejudice the Council or any person. | Section 89 (2) (d) & (e) & (h) |
| <b>Minutes of In-Committee Special Council Meeting held on 6 June 2016</b>                                 | this matter deals with contractual matters; AND this matter deals legal advice                                                             | Section 89 (2) (d) & (f)       |
| Contract 1301 - Cleaning of Buildings, Public Conveniences and Barbecues - Option to Extend (In-Committee) | this matter deals with contractual matters                                                                                                 | Section 89 (2) (d)             |
| Contract 1604 - Colac Central Reserve Redevelopment                                                        | this matter deals with contractual matters                                                                                                 | Section 89 (2) (d)             |

# ORDINARY COUNCIL MEETING

WEDNESDAY, 22 JUNE 2016

## ATTACHMENTS

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### CHIEF EXECUTIVE OFFICER

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#### OM162206-3 Gellibrand Rex Norman Park Master Plan 2016

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#### OM162206-4 2016-2017 Community Funding Program

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#### OM162206-5 Festival and Events Support Scheme 2016 - 2017

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#### OM162206-7 Lake Colac Foreshore Master Plan

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## **GENERAL BUSINESS**

### **OM162206-10 Minutes of the Old Beechy Rail Trail Committee**

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### **OM162206-11 Assembly of Councillors**

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## Colac Otway Shire Council Budget Report – 2016/2017



This Budget Report has been prepared with reference to Chartered Accountants ANZ "Victorian City Council Model Budget 2016/2017" a best practice guide for reporting local government Budgets in Victoria.



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## **Mayor's introduction**

On behalf of the Councillors of the Colac Otway Shire, I am delighted to release the 2016/17 Budget to the community. The Budget was developed following a rigorous process of consultation and review by Councillors supported by Council staff.

This is the final Budget for the current Council. The Budget has been prepared with an eye to the future to ensure a strong base is provided to incoming Councillors who will be elected at the October 2016 election.

This Budget demonstrates Council's commitment to delivering high quality services for our community and to improving our accountability and long term financial sustainability.

Key highlights of the Budget include:-

- An increase in the average rate of 2.5% (including waste collection charges) equating to 88 cents per week per property. This is one of the lowest rate rise in the history of the Shire.
- The delivery of a significant capital works program totalling \$18.30 million. Of this \$13.14 million will be spent on renewing our community's existing assets, with a further \$4.94 million spent on upgrading our assets to improve community services.
- The completion of the Colac Central Reserve redevelopment project at a total cost of \$3.05 million (\$0.17m has already been expended).
- A significant roads program totalling \$9.12 million, including \$2.30 million of recovery works in bushfire affected areas.
- Footpath and cycleway works of \$1.53 million, including \$975,000 on Colac CBD entrances project, \$290,000 on footpath extensions and \$225,000 on footpath renewal.
- The trial of additional Green waste collections to coincide with the start of the fire season.
- Trial of additional operating hours and day for the Apollo Bay Library from 1 August 2016 in order to ensure users will never have to wait more than one day for the library to open.
- Recreational facility improvements of \$560,000, including redevelopment works at the Birregurra tennis and netball courts.
- Approximately \$300,000 for sustainability outcomes and \$216,000 for energy efficiency programs including street lighting upgrades which will generate future cost savings.
- No new borrowings in the 2016/17 Budget or forward projections.
- Repayment of one loan in full three (3) years earlier than scheduled which will generate future cost savings.

The preparation of this year's Budget has been directly impacted by a number of external factors including the need to ensure we are well placed to respond to the needs of our communities affected by the tragic 2015 Christmas Day bushfires as well as the new rate capping arrangements implemented by the State Government.

Importantly our Budget proposes an overall average rate increase of 2.5% in line with State requirements. Colac Otway Shire has not sought an exemption from the State Government to raise rates any higher than the cap unlike a number of other Councils across Victoria. We know that this decision reflects our communities' expectations.

To achieve this significant result, over the last 12 months Council has worked hard to change our business practices and identify smarter and cheaper ways to do things. These permanent cuts to Council's operating costs have meant we have been able to deliver a balanced Budget. I am aware that very few Councils have been able to achieve this result without cuts to services or reductions in work to maintain critical community infrastructure such as roads and bridges and parks.

This work will continue into the future, with business improvement initiatives estimated to result in ongoing savings in the vicinity of \$1.8 million over the four year estimates.

2016 is a revaluation year and this was conducted by independent Valuers in line with our legislative requirements. This showed land values have risen across the Shire by an average of 6% indicating a very strong economic future for our community.

When land is revalued the total amount of rates the Council collects does not change. Overall the total amount of income generated by Council through rating has only increased by the maximum 2.5% for the financial year. The values of rates is redistributed to all properties according to their new value. This means some people will pay more if their property value has risen by more than the 6% average and others will pay less. This process balances out the rate requirement across all rating categories so that the total amount of rates collected by Council does not change.

Ensuring the financial sustainability of the organisation in the long term is always a key focus and I am pleased that the forward projections indicate that the future of the organisation is sound.

Although there will be challenges, including continued constraints on income and cost shifting from other levels of government, Council is future focussed and determined to ensure we deliver services and programs that create a healthy and long term legacy for our children and our communities of tomorrow.

**Cr Frank Buchanan**  
**Mayor**

## Executive Summary

Colac Otway Shires Budget for 2016/17 seeks to maintain our services and infrastructure as well as deliver key projects and services that are valued by our community and aligned to outcomes set out in the Council Plan 2013/17.

This Budget projects a surplus of \$6.024m for 2016/17 and an adjusted underlying surplus result of \$0.67m after adjusting for non-recurrent capital grants and contributions (refer Sections 5 and 10.1).

### 1. Key things we are funding

a) Ongoing delivery of services to the Colac Otway Shire community funded by a Budget of \$42.79m. These services are summarised in Section 2.

b) Continued investment in infrastructure and assets (\$11.904m) primarily for renewal works.

c) The 2016/17 Budget also allocates funding to major projects and initiatives including:

- \$298,000 for undertaking environmental sustainability projects
- \$216,000 for energy efficiency programs
- \$122,000 to implement the regional GROW Beyond the Bell program
- \$100,000 to continue the Small Town Improvement Program

### 2. Rating

- a. The average rate will rise by 2.5% in line with the order by the Minister for Local Government on 14 December 2015 under the Fair Go Rates System.
- b. Key Drivers:
  - i. To fund ongoing service delivery and maintain service levels (balanced with greater service demands from residents)
  - ii. To fund renewal of infrastructure and community assets
  - iii. To cope with cost shifting from the State Government (refer Paragraph 7 below)
  - iv. To cope with a reduction in funding from the Commonwealth Government via the Victorian Grants Commission caused by their freezing of indexation of the grant
- c. This will be a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).
- d. The waste service charge incorporating kerbside collection and recycling will increase by 2.5% per property.
- e. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments.
- f. Refer Section 6 for further Rates and Charges details.

### 3. Key Statistics

- Total Revenue: \$54.08m (2015/16 = \$50.47m)
- Total Expenditure: \$48.06m (2015/16 = \$47.64m)
- Accounting Result: \$6.02m Surplus (2015/16 = \$2.82m)  
(Refer Income Statement in Section 3)
- Adjusted Underlying operating result: Surplus of \$0.67m (2015/16 = Deficit of \$1.02m)  
(Refer Analysis of operating Budget in Section 10.1)  
(Note: Adjusted Underlying operating result is an important measure of financial sustainability) as it excludes non recurrent income which is to be used for capital, from being allocated to cover operating expenses)
- Total Capital Works Program of \$18.30m
  - o \$7.83m from Council operations (rates funded)
  - o \$0 from borrowings
  - o \$0.27m from asset sales
  - o \$8.27m from external grants and contributions
  - o \$5.623m from cash and reserves
- Net Interest expense movement across 15/16 to 16/17 shows an improving net finance cost position:
 

|                                 | 15/16          | 16/17         |
|---------------------------------|----------------|---------------|
| • Interest Income               | \$ 292,937.27  | \$ 280,607.00 |
| • Interest Expense              | \$ 346,878.04  | \$ 267,838.00 |
| • Net Interest (Expense)/Income | (\$ 53,940.77) | \$ 12,769.00  |

#### **4. Budget Influences**

##### **External Influences**

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2015 (ABS release 28 January 2016). State-wide CPI is forecast to be 2.5% for the 2016/17 year (Victorian Budget Papers 2015/16).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2015 was 1.7% (ABS release 13 August 2015). The wages price index in Victoria is projected to be 3.25% per annum in 2016/17 and the subsequent two years (Victorian Budget Papers 2015/16). Council must renegotiate a new Collective Agreement during the 2016/17 year for commencement during 2016/17.
- Ongoing freeze in Federal Assistance Grants funding.
- Estimated operating expenditure of \$2.1 million and capital expenditure of \$2.3 million during 2016/17 relating to recovery works from the Christmas Day 2015 bushfire at Wye River and Separation Creek. Compensation of \$4.4 million is anticipated to be received by Council via the National Disaster Relief and Recovery Arrangements and other State funding streams.
- Increases of 3.3% (or \$2.02 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/09 to \$30.33 per tonne in 2016/17.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, SES, fire services, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*. The levy itself is not subject to the 2.5% cap and all proceeds collected will be passed onto the State Revenue Office.
- Regional Partnerships – Council will continue to actively participate in regional partnerships to advocate for regionally significant projects and create synergies and leverage economies of scale.

*G21 Council's commit to working together to demonstrate innovation and enhance operations to improve*

- *by creating economies of scale*
- *by embracing and sharing technology*
- *by developing and sharing human resources*

##### **Internal Influences**

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/17 Budget. These matters have arisen from events occurring in the 2015/16 year resulting in variances between the forecast actual and Budgeted results for that year and matters expected to arise in the 2016/17 year. These matters and their financial impact are set out below:

- Renegotiation of Council's current Enterprise Bargaining Agreement to occur 2016.
- Transitioning to the National Disability Insurance Scheme (NDIS) impacting the resources required in the Council's Older Persons/Health and Community Care Services.

**5. Christmas Day 2015 Bushfire**

The Wye River and Separation Creek communities were ravaged by bushfire on Christmas Day 2015. This natural disaster involved the destruction of 109 properties and significant damage to a number of others. There was also a significant amount of damage to Council assets, notably its local road network in the affected areas.

The 2016/17 Budget includes allowance for recovery works in the bushfire affected area. Total estimated works included in the 2016/17 Budget amount to \$4.40 million, of which \$2.30 million relates to capital expenditure. These works are fully funded under the Natural Disaster Relief Arrangements, with this funding included in the 2016/17 Budget as government grants (refer to Section 5).

**6. Federal Election Priorities list**

- a. Colac CBD & Entrances
- b. Lake Colac Foreshore Master Plan
- c. Apollo Bay Harbour Redevelopment
- d. Forrest Mountain Bike Trails
- e. Memorial Square Shrine Restoration
- f. Upgrade to Forest Street Colac
- g. Strategic Local Road Upgrades
- h. Arterial Road Network
- i. Early Years Hub
- j. Great Ocean Road
- k. Colac Intermodal Freight Facility
- l. Support for Agricultural Industry Growth
- m. Energy Efficient Lighting

**7. Cost Shifting**

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government

*Type 1: Cost Shifting for Specific Services*

Examples:

1. Home and Community Care (HACC)
2. State Emergency Service
3. Fire Management Services
4. Maternal and Child Health
5. School Crossing Supervision
6. Administration of the state wide temporary Food registration system 'Streatrader'

*Type 2: Loss of funding in General*

Examples:

1. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government. The cumulative impact on Council for the four years totals \$0.80m.

*Type 3: Statutory fee that prohibits full cost recovery*

Examples:

1. Planning fees (set by the State and have been frozen for most of the past 14 years).

*Type 4: Levies*

Examples:

1. *State Government landfill levy*

The levy has increased from \$9 per tonne in 2008/09 to \$30.33 per tonne in 2016/17. The increase from 2015/16 to 2016/17 is approximately 4%.

## **Budget Reports**

Council has prepared a Budget for 2016/17 which is aligned to the vision in the Council Plan 2013/17. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges





## 1.2 Our purpose

### Our vision “A sustainable community with a vibrant future”

We commit to being open and responsive to community needs; to being an effective Council, and to strive to make our Shire an inclusive, safe and desirable place to live.

### Our mission

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community.

### Our values

- **Respect** - Be open and consistent in our dealings with people and respect their views.
- **Integrity** - We will work in an open and transparent way, ensuring our processes, decisions and actions are ethical, responsible and honest.
- **Goodwill** - We will have an attitude of kindness or friendliness and build a good relationship with our customers and community.
- **Honesty** - We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions.
- **Trust** - We will act honestly, openly and fairly to build levels of trust.

## 1.3 Strategic objectives

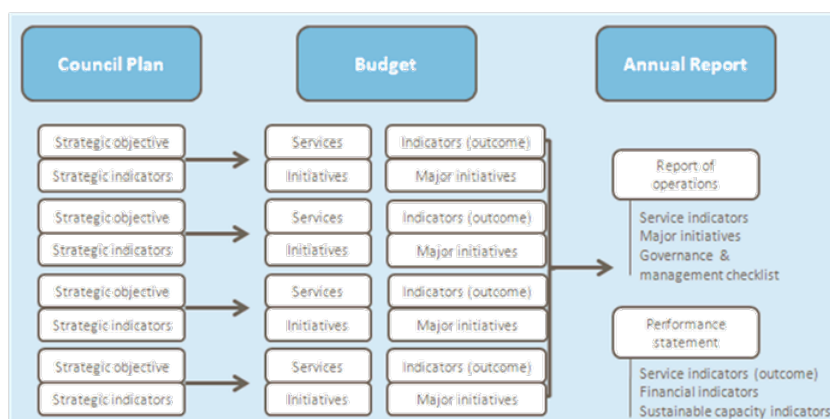
Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the four Strategic Objectives as set out in the Council Plan for the 2013-17 years. The following table lists the four Strategic Objectives as described in the Council Plan.

| Strategic Objective                  | Description                                                                                                                                                                                                                                                                                     |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Good Governance                   | Good Governance means that we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.         |
| 2. A Planned Future                  | A Planned Future creates an attractive Shire with quality buildings and spaces accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes. |
| 3. A Place to Live & Grow            | A Place To Live and Grow provides for a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.           |
| 4. A Healthy Community & Environment | A Healthy Community actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.                                                                                                           |



## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/17 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

## 2.1 Strategic Objective 1: Good Governance

Good Governance means that we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

### Services

| Service area                           | Description of services provided                                                                                                                                                                                                                                                                                     | Expenditure<br>(Revenue)<br>Net Cost<br>\$'000 |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Councillors and Chief Executive Office | This area of governance includes the Mayor, Councillors, Chief Executive Officer, Business Improvement Officer and Public Relations Team and associated support which cannot be easily attributed to the direct service provision areas.                                                                             | 1,331<br>0<br><b>1,331</b>                     |
| Finance, Property and Rates            | This service has the responsibility to generate revenue for Council via rate, levies and charges and to provide sustainable and accountable financial management of Council's resources.                                                                                                                             | 12,181<br>(4,084)<br><b>8,097</b>              |
| Customer Service                       | This service has the responsibility to provide the first point of contact between Council and the public through Council's Customer Service Centres. The service provides overall corporate customer service to the wider community and assists all areas of Council with the provision of corporate responsibility. | 655<br>(1)<br><b>654</b>                       |
| Corporate Services Management          | This service has the responsibility to maintain strong governance and administrative systems and to ensure that these systems are responsive, accountable and transparent to internal users and community needs.                                                                                                     | 395<br>(22)<br><b>373</b>                      |
| Library Service                        | The library service provides resources and oversight to the Corangamite Regional Library Corporation for the provision of information, education, recreation and enrichment for the community.                                                                                                                       | 719<br>(19)<br><b>700</b>                      |
| Contract Management Service            | This service provides oversight and governance on contractual and procurement services undertaken by Council                                                                                                                                                                                                         | 121<br>0<br><b>121</b>                         |
| Information Services                   | This services provides management and governance of information flows, storage and retrieval within the organisation in accordance with appropriate legislation and standards.                                                                                                                                       | 1,799<br>0<br><b>1,799</b>                     |
| People, Performance & Culture          | This service provides and develops a cultural of high performance, productivity and accountability across the organisation.                                                                                                                                                                                          | 749<br>0<br><b>749</b>                         |
| Risk Management Services               | This service has the responsibility to identify, record and manage all business risk associated with Council's activities. This service manages Council's insurance portfolio.                                                                                                                                       | 645<br>(12)<br><b>633</b>                      |

**Major Initiatives**

|                                                |                                                                                                                                              |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Implement Council's internal audit program. | Complete internal audits as per audit schedule 100%<br>Respond to all audit recommendations 100%<br>Budget met with a tolerance of +/- 5%    |
| 2. Preparation for 2016 Council elections.     | 100% of all governance requirements met in accordance with the <i>Local Government Act</i> 1989.                                             |
| 3. Post-election induction of Councillors.     | Program developed and induction completed.                                                                                                   |
| 4. Council Plan 2017-2021 adopted.             | Background research for Council Plan completed.<br>Community engagement strategy developed and implemented.<br>Adoption of the Council Plan. |
| 5. Review of the Long Term Financial Plan.     | Review completed.                                                                                                                            |
| 6. New Council website.                        | Website development completed.<br>Public launch of the website.                                                                              |
| 7. Ongoing review of Council services.         | Outcomes of the Planning Services review implemented.                                                                                        |

**Service Performance Outcome Indicators**

The following indicator outlines how we intend to measure achievement of service objectives.

|            |               |                                                                                                                                                                     |                                                                                                                               |
|------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Governance | Satisfaction  | Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community) | Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community |
| Libraries  | Participation | Active library members (Percentage of the municipal population that are active library members)                                                                     | [Number of active library members / municipal population] x100                                                                |

## 2.2 Strategic Objective 2: A Planned Future

A planned future creates an attractive shire with quality buildings and spaces accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

### Services

| Service area                 | Description of services provided                                                                                                                                                                                                                          | Expenditure<br>(Revenue)<br>Net Cost<br>\$'000 |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Statutory Planning           | This service fulfils Council's statutory obligations in being the responsible authority for the management and regulation of land use and development, with the aim of achieving sustainable outcomes in the interests of current and future generations. | 980<br>(182)<br><b>798</b>                     |
| Strategic Planning           | This service ensures that land use planning is undertaken to meet the sustainable long term needs of current and future generations.                                                                                                                      | 282<br>(2)<br><b>280</b>                       |
| Economic Development         | This service facilitates a healthy and resilient economy by providing effective leadership, advocacy, and partnership, by working with government business and the community.                                                                             | 480<br>(5)<br><b>475</b>                       |
| Tourism                      | This service provides economic benefit by promoting the Shire as a location for visitors to enjoy, explore and return to. Visitor information is provided via Council's two Visitor Information Centres and via media.                                    | 1,018<br>(407)<br><b>611</b>                   |
| Sustainable Asset Management | This service provides for sustainable planning, development and use of Council's assets with the aim to maximise community utility in the present and for future generations.                                                                             | 882<br>(20)<br><b>862</b>                      |
| Building Control             | This service provides for planned building developments to meet present and future community requirements.                                                                                                                                                | 313<br>(94)<br><b>219</b>                      |

### Major Initiatives

- |                                                     |                                                                                                                                                                                                                              |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Colac 2050 Plan                                  | <p>Draft Commercial and Industry Land Use Strategy completed.</p> <p>Amendment to implement the Commercial and Industry Land Use Strategy completed.</p> <p>Draft 2050 report prepared.</p>                                  |
| 2. Economic Development Strategy implementation     | <p>Staged implementation of the Economic Development Strategy.</p>                                                                                                                                                           |
| 3. Community infrastructure and asset renewal plan. | <p>Develop Asset Management Plans for key community infrastructure types.</p> <p>Develop an Asset Renewal Plan with forward projections of funding requirements.</p> <p>Identified asset renewal priorities funded 100%.</p> |

|                                                                                                   |                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Develop a Colac Otway Shire Footpath Strategy.                                                 | Strategy Developed                                                                                                                                                                                           |
| 5. Staged implementation of the Colac CBD & Entrances Project.                                    | Stage 1: Inner Eastern Entrance completed 100%<br>Budget met with a tolerance of +/- 5%                                                                                                                      |
| 6. Apollo Bay Harbour Master Plan.                                                                | Stage 1: Amendment to the Colac Otway Shire Planning Scheme to rezone the harbour to Special Use Zone completed.<br>Stage 2: Expression of Interest process completed for preparation of a Development Plan. |
| 7. Acquisition of 30% of the former Colac High School site for public open space.                 | Stage 1: Complete former Colac High School site land rezoning.<br>Stage 2: Complete acquisition process for 30% of former school.                                                                            |
| 8. Great Ocean Road Tourism Destination Master Plan Implementation.                               | Stage 1: Master Plan priority projects identified.<br>Stage 2: Implementation strategy developed.                                                                                                            |
| 8. Review mapping of heritage overlay to inform the red tape reduction planning scheme amendment. | Red tape reduction planning scheme amendment includes heritage overlay charges.                                                                                                                              |

#### **Service Performance Outcome Indicators**

The following indicators outlines how we intend to measure achievement of service objectives.

|                    |                 |                                                                                                                                                   |                                                                                                                                                                                 |
|--------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Statutory planning | Decision making | Council planning decisions upheld at VCAT<br>(Percentage of planning application decisions subject to review by VCAT and that were not set aside) | [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100 |
|--------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                    |                 |                                                                                                                                                   |                                                                                                                                                                                 |
|--------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Statutory planning | Decision making | Council planning decisions upheld at VCAT<br>(Percentage of planning application decisions subject to review by VCAT and that were not set aside) | [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100 |
|--------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 2.3 Strategic Objective 3: A Place To Live and Grow

A Place To Live and Grow provides for a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.

#### Services

| Service area                        | Description of services provided                                                                                                                                                                               | Expenditure<br>(Revenue)<br>Net Cost<br>\$'000 |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Arts & Culture                      | This service is responsible for the management and provision of arts and cultural services to the community. This service is responsible for the running of the Colac Otway Performing Arts & Cultural Centre. | 1,195<br>(528)<br><b>667</b>                   |
| Older Persons & Disability Services | This service provides support to older and disabled members of our community in order to sustain quality of life for all our residents.                                                                        | 2,882<br>(2,355)<br><b>527</b>                 |
| Children and Family Services        | This service provides support to our children, families and youth to encourage and nurture their growth and development.                                                                                       | 841<br>(551)<br><b>290</b>                     |
| Infrastructure Services             | This service provides for the physical assets required by the community to maintain a happy, healthy and sustainable lifestyle.                                                                                | 4,242<br>(124)<br><b>4,118</b>                 |
| Parks, Gardens and Reserves         | This service provides for the maintenance of open space for the enjoyment of all community members.                                                                                                            | 1,344<br>0<br><b>1,344</b>                     |
| Waste Management                    | This service provides for the efficient and effective control of waste products produced by our community. It includes the provision of waste collection services as well as for disposal to landfill.         | 3,244<br>(2,983)<br><b>261</b>                 |
| Apollo Bay Harbour                  | This service manages and maintains the Apollo Bay Harbour for the enjoyment of the community.                                                                                                                  | 1,335<br>(939)<br><b>396</b>                   |
| Colac Livestock Selling Centre      | This service provides a vital link in our rural infrastructure by providing a marketplace for buying and selling livestock.                                                                                    | 509<br>(696)<br><b>(187)</b>                   |

#### Major Initiatives

|                                                                      |                                                                                                      |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| 1. Develop and implement the Public Health and Wellbeing Plan.       | Plan developed.<br>Plan implemented.<br>Budget met with a tolerance of +/- 5%.                       |
| 2. Staged implementation of the Beechy Precinct development program. | Bluewater leisure centre redevelopment completed 100%.<br><br>Budget met with a tolerance of +/- 5%. |
| 3. Staged implementation of the Open Space Strategy.                 | Priority actions implemented.<br>Budget met with a tolerance of +/- 5%.                              |

|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Implement the asset renewal and maintenance programs.                                                                      | <p>Asset renewal project completion.<br/>Budget met with a tolerance of +/- 3%.<br/>Inspect and maintain Council's road and footpath assets in accordance with the Road Management Plan.<br/>100% Inspections completed as per schedule.<br/>85% Maintenance responsiveness.<br/>Road and footpath maintenance Budget met with a tolerance of +/- 1.5%.</p> |
| 5. Joint implementation of the Beyond the Bell/GROW projects to increase Year 12 attainment and local opportunities for work. | <p>Key objectives for first 12 months initiated.</p> <p>Budget met with a tolerance of +/- 5%.</p>                                                                                                                                                                                                                                                          |
| 6. Develop a Property Management Plan                                                                                         | Property Management Plan completed.                                                                                                                                                                                                                                                                                                                         |

**Service Performance Outcome Indicators**

The following indicators outline how we intend to measure achievement of service objectives

| Service          | Indicator       | Performance Measure                                                                                                                                                     | Computation                                                                                                                                                   |
|------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waste collection | Waste diversion | Kerbside collection waste diverted from landfill<br>(Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill) | [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100 |

|                         |               |                                                                                                                                                       |                                                                                                                                    |
|-------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Home and Community Care | Participation | Participation in HACC service<br>(Percentage of the municipal target population who receive a HACC service)                                           | [Number of people that received a HACC service / Municipal target population for HACC services] x100                               |
|                         |               | Participation in HACC service by CALD people<br>(Percentage of the municipal target population in relation to CALD people who receive a HACC service) | [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100 |



| Service                   | Indicator     | Performance Measure                                                                                                                                   | Computation                                                                                                                                             |
|---------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maternal and Child Health | Participation | Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)                                                 | [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100                       |
|                           |               | Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)                   | [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100 |
| Roads                     | Satisfaction  | Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads) | Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.                                         |



## 2.4 Strategic Objective 4: A Healthy Community

A Healthy Community actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

### Services

| Service area             | Description of services provided                                                                                                                               | Expenditure<br>(Revenue)<br>Net Cost<br>\$'000 |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Local Laws               | This service provides for community safety and health by providing for a framework for behaviours which affect our community well-being.                       | 882<br>(482)<br><b>400</b>                     |
| Emergency Management     | This service provides for the necessary support for the community in the case of an emergency event occurring.                                                 | 261<br>(20)<br><b>241</b>                      |
| Events                   | This service provides for active community involvement in the provisioning of management and support for community entertainment and events.                   | 229<br>(3)<br><b>226</b>                       |
| Environment              | This service provides for management of our natural environment to the betterment and enjoyment of all members of our community.                               | 647<br>(55)<br><b>592</b>                      |
| Recreation               | This service provides for active community involvement and the promotion of healthy lifestyles by providing for suitable sporting and recreational facilities. | 377<br>0<br><b>377</b>                         |
| Bluewater Leisure Centre | This service actively promotes a healthy lifestyle for our community by directly providing swimming and gymnasium facilities.                                  | 1,644<br>(1,170)<br><b>474</b>                 |
| Public Health            | This service promotes a healthy and safe lifestyle by actively promoting and policing public health issues.                                                    | 450<br>(143)<br><b>307</b>                     |
| Fire Prevention          | This service promotes community safety by aiming to eliminate potential fire risks within our community.                                                       | 49<br>(30)<br><b>19</b>                        |
| Street Lighting          | This service actively promotes community safety by providing a clear and safe environment in our towns after dark.                                             | 113<br>0<br><b>113</b>                         |

### Major Initiatives

|                                                                                                |                                                                                                                                                          |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Implement the relevant stages of the Environment Strategy 2010-18.                          | 100% Develop bi-annual action plans.<br><br>80% Completion of bi-annual plan actions.<br>Budget met with a tolerance of +/- 5%.                          |
| 2. Implement the Municipal Emergency Management Plan.                                          | 100% Annual review and realignment completed.<br>80% Colac Otway Shire Municipal Fire Plan actions completed.<br>Budget met with a tolerance of +/- 10%. |
| 3. Implement the Bushfire Recovery Plan for the resettlement of Wye River and Separation Creek | 90% Actions implemented.                                                                                                                                 |

**Service Performance Outcome Indicators**

The following indicators outlines how we intend to measure achievement of service objectives

| Service            |                   | Performance Measure                                                                                                                                | Computation                                                                                                                                                                                                                                  |
|--------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Animal Management  | Health and safety | Animal management prosecutions<br>(Number of successful animal management prosecutions)                                                            | Number of successful animal management prosecutions                                                                                                                                                                                          |
| Aquatic Facilities | Utilisation       | Utilisation of aquatic facilities<br>(Number of visits to aquatic facilities per head of municipal population)                                     | Number of visits to aquatic facilities /<br>Municipal population                                                                                                                                                                             |
| Food safety        | Health and safety | Critical and major non-compliance notifications<br>(Percentage of critical and major non-compliance notifications that are followed up by Council) | [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100 |

## 2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2016/17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this Budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

## 2.8 Reconciliation with Budgeted operating result

|                                        | Net Cost<br>(Revenue)<br>\$'000 | Expenditure<br>\$'000 | Revenue<br>\$'000 |
|----------------------------------------|---------------------------------|-----------------------|-------------------|
| Good Governance                        | 14,457                          | 18,595                | (4,138)           |
| A Planned Future                       | 3,245                           | 3,955                 | (710)             |
| A Place To Live and Grow               | 7,416                           | 15,592                | (8,176)           |
| A Healthy Community and<br>Environment | 2,749                           | 4,652                 | (1,903)           |
| <b>Total services and initiatives</b>  | <b>27,867</b>                   | <b>42,794</b>         | <b>(14,927)</b>   |
| Other non-attributable                 | 2,711                           |                       |                   |
| <b>Deficit before funding sources</b>  | <b>30,578</b>                   |                       |                   |
| <b>Funding sources:</b>                |                                 |                       |                   |
| Rates & charges                        | 28,744                          |                       |                   |
| Capital grants                         | 7,858                           |                       |                   |
| <b>Total funding sources</b>           | <b>36,602</b>                   |                       |                   |
| <b>Surplus for the year</b>            | <b>6,024</b>                    |                       |                   |

### **3. Financial Statements**

This section presents information in regard to the Financial Statements. The Budget information for the years 2017/18 to 2019/20 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2020

|                                                                                         | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|-----------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                                                                         |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Income</b>                                                                           |                                         |                             |                                        |                   |                   |
| Rates and charges                                                                       | 27,974                                  | 28,744                      | 29,451                                 | 30,176            | 30,918            |
| Statutory fees and fines                                                                | 548                                     | 570                         | 587                                    | 605               | 623               |
| User fees                                                                               | 4,414                                   | 4,588                       | 4,728                                  | 4,868             | 5,014             |
| Grants - Operating                                                                      | 9,304                                   | 11,064                      | 9,655                                  | 9,897             | 10,144            |
| Grants - Capital                                                                        | 6,834                                   | 7,858                       | 4,636                                  | 4,728             | 4,823             |
| Contributions - monetary                                                                | 562                                     | 371                         | 160                                    | 164               | 224               |
| Net gain/(loss) on disposal of property,<br>infrastructure, plant and equipment         | 83                                      | 83                          | 100                                    | 100               | 100               |
| Other income                                                                            | 746                                     | 799                         | 755                                    | 756               | 756               |
| <b>Total income</b>                                                                     | <b>50,465</b>                           | <b>54,079</b>               | <b>50,072</b>                          | <b>51,294</b>     | <b>52,602</b>     |
| <b>Expenses</b>                                                                         |                                         |                             |                                        |                   |                   |
| Employee costs                                                                          | 18,031                                  | 19,518                      | 19,180                                 | 19,776            | 20,388            |
| Materials and services                                                                  | 17,700                                  | 16,825                      | 15,925                                 | 16,345            | 16,777            |
| Bad and doubtful debts                                                                  | 2                                       | 2                           | 0                                      | 0                 | 0                 |
| Depreciation and amortisation                                                           | 9,338                                   | 10,237                      | 10,887                                 | 11,387            | 11,887            |
| Borrowing costs                                                                         | 326                                     | 289                         | 217                                    | 181               | 134               |
| Other expenses                                                                          | 1,245                                   | 1,184                       | 530                                    | 542               | 555               |
| Asset Write Off/Impairment                                                              | 1,000                                   | 0                           | 0                                      | 0                 | 0                 |
| <b>Total expenses</b>                                                                   | <b>47,642</b>                           | <b>48,055</b>               | <b>46,739</b>                          | <b>48,231</b>     | <b>49,741</b>     |
| <b>Surplus/(deficit) for the year</b>                                                   | <b>2,823</b>                            | <b>6,024</b>                | <b>3,333</b>                           | <b>3,063</b>      | <b>2,861</b>      |
| <b>Other comprehensive income</b>                                                       |                                         |                             |                                        |                   |                   |
| <b>Items that will not be reclassified to<br/>surplus or deficit in future periods:</b> |                                         |                             |                                        |                   |                   |
| Net asset revaluation increment                                                         | 0                                       | 0                           | 0                                      | 7,498             | (3)               |
| <b>Total comprehensive result</b>                                                       | <b>2,823</b>                            | <b>6,024</b>                | <b>3,333</b>                           | <b>10,561</b>     | <b>2,858</b>      |

### 3.2 Balance Sheet

For the four years ending 30 June 2020

|                                              | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|----------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                              |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Assets</b>                                |                                         |                             |                                        |                   |                   |
| <b>Current assets</b>                        |                                         |                             |                                        |                   |                   |
| Cash and cash equivalents                    | 11,406                                  | 8,358                       | 8,961                                  | 8,573             | 7,370             |
| Trade and other receivables                  | 2,675                                   | 2,200                       | 2,001                                  | 2,003             | 2,004             |
| Inventories                                  | 147                                     | 147                         | 147                                    | 147               | 147               |
| <b>Total current assets</b>                  | <b>14,228</b>                           | <b>10,705</b>               | <b>11,109</b>                          | <b>10,723</b>     | <b>9,521</b>      |
| <b>Non-current assets</b>                    |                                         |                             |                                        |                   |                   |
| Trade and other receivables                  | 0                                       | 0                           | 0                                      | 0                 | 0                 |
| Investments in associates and joint ventures | 274                                     | 274                         | 274                                    | 274               | 274               |
| Property, infrastructure, plant & equipment  | 294,909                                 | 303,887                     | 306,690                                | 317,363           | 320,991           |
| Intangible assets                            | 132                                     | 132                         | 141                                    | 151               | 161               |
| <b>Total non-current assets</b>              | <b>295,315</b>                          | <b>304,293</b>              | <b>307,105</b>                         | <b>317,788</b>    | <b>321,426</b>    |
| <b>Total assets</b>                          | <b>309,543</b>                          | <b>314,998</b>              | <b>318,214</b>                         | <b>328,511</b>    | <b>330,947</b>    |
| <b>Liabilities</b>                           |                                         |                             |                                        |                   |                   |
| <b>Current liabilities</b>                   |                                         |                             |                                        |                   |                   |
| Trade and other payables                     | 1,700                                   | 1,752                       | 2,207                                  | 2,407             | 2,508             |
| Trust funds and deposits                     | 336                                     | 336                         | 336                                    | 336               | 336               |
| Provisions                                   | 4,640                                   | 4,733                       | 4,828                                  | 4,924             | 5,023             |
| Interest-bearing loans and borrowings        | 636                                     | 604                         | 649                                    | 711               | 272               |
| <b>Total current liabilities</b>             | <b>7,312</b>                            | <b>7,425</b>                | <b>8,020</b>                           | <b>8,378</b>      | <b>8,139</b>      |
| <b>Non-current liabilities</b>               |                                         |                             |                                        |                   |                   |
| Provisions                                   | 4,243                                   | 4,328                       | 4,415                                  | 4,504             | 4,593             |
| Interest-bearing loans and borrowings        | 4,137                                   | 3,370                       | 2,721                                  | 2,010             | 1,738             |
| <b>Total non-current liabilities</b>         | <b>8,380</b>                            | <b>7,698</b>                | <b>7,136</b>                           | <b>6,514</b>      | <b>6,331</b>      |
| <b>Total liabilities</b>                     | <b>15,692</b>                           | <b>15,123</b>               | <b>15,156</b>                          | <b>14,892</b>     | <b>14,470</b>     |
| <b>Net assets</b>                            | <b>293,851</b>                          | <b>299,875</b>              | <b>303,058</b>                         | <b>313,619</b>    | <b>316,477</b>    |
| <b>Equity</b>                                |                                         |                             |                                        |                   |                   |
| Accumulated surplus                          | 131,580                                 | 142,216                     | 145,549                                | 148,612           | 151,473           |
| Reserves                                     | 162,271                                 | 157,659                     | 157,509                                | 165,007           | 165,004           |
| <b>Total equity</b>                          | <b>293,851</b>                          | <b>299,875</b>              | <b>303,058</b>                         | <b>313,619</b>    | <b>316,477</b>    |

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2020

|                                             | Total<br>\$'000 | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserve<br>\$'000 | Other<br>Reserves<br>\$'000 |
|---------------------------------------------|-----------------|----------------------------------|----------------------------------|-----------------------------|
| <b>2017</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 293,851         | 131,580                          | 150,684                          | 11,587                      |
| Surplus/(deficit) for the year              | 6,024           | 6,024                            | 0                                | 0                           |
| Net asset revaluation increment/(decrement) | 0               | 0                                | 0                                | 0                           |
| Transfer to other reserves                  | 6,626           | 5,619                            | 0                                | 1,007                       |
| Transfer from other reserves                | (6,626)         | (1,007)                          | 0                                | (5,619)                     |
| <b>Balance at end of the financial year</b> | <b>299,875</b>  | <b>142,216</b>                   | <b>150,684</b>                   | <b>6,975</b>                |
| <b>2018</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 299,875         | 142,216                          | 150,684                          | 6,975                       |
| Surplus/(deficit) for the year              | 3,333           | 3,333                            | 0                                | 0                           |
| Net asset revaluation                       | (150)           | 0                                | (150)                            | 0                           |
| Transfer to other reserves                  | 0               | 0                                | 0                                | 0                           |
| Transfer from other reserves                | 0               | 0                                | 0                                | 0                           |
| <b>Balance at end of the financial year</b> | <b>303,058</b>  | <b>145,549</b>                   | <b>150,534</b>                   | <b>6,975</b>                |
| <b>2019</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 303,058         | 145,549                          | 150,534                          | 6,975                       |
| Surplus/(deficit) for the year              | 3,063           | 3,063                            | 0                                | 0                           |
| Net asset revaluation                       | 7,498           | 0                                | 7,498                            | 0                           |
| Transfer to other reserves                  | 0               | 0                                | 0                                | 0                           |
| Transfer from other reserves                | 0               | 0                                | 0                                | 0                           |
| <b>Balance at end of the financial year</b> | <b>313,620</b>  | <b>148,612</b>                   | <b>158,032</b>                   | <b>6,975</b>                |
| <b>2020</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 313,620         | 148,612                          | 158,032                          | 6,975                       |
| Surplus/(deficit) for the year              | 2,861           | 2,861                            | 0                                | 0                           |
| Net asset revaluation                       | (3)             | 0                                | (3)                              | 0                           |
| Transfer to other reserves                  | 0               | 0                                | 0                                | 0                           |
| Transfer from other reserves                | 0               | 0                                | 0                                | 0                           |
| <b>Balance at end of the financial year</b> | <b>316,478</b>  | <b>151,473</b>                   | <b>158,029</b>                   | <b>6,975</b>                |

### 3.4 Statement of Cash Flows

For the four years ending 30 June 2020

|                                                                     | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                       |                       |
|---------------------------------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-----------------------|-----------------------|
|                                                                     |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000     | 2019/20<br>\$'000     |
|                                                                     | Inflows<br>(Outflows)                   | Inflows<br>(Outflows)       | Inflows<br>(Outflows)                  | Inflows<br>(Outflows) | Inflows<br>(Outflows) |
| <b>Cash flows from operating activities</b>                         |                                         |                             |                                        |                       |                       |
| Rates and charges                                                   | 27,987                                  | 28,744                      | 29,451                                 | 30,176                | 30,918                |
| Statutory fees and fines                                            | 603                                     | 627                         | 646                                    | 666                   | 685                   |
| User fees                                                           | 5,345                                   | 5,014                       | 5,976                                  | 5,353                 | 5,514                 |
| Grants - operating                                                  | 9,431                                   | 11,211                      | 9,655                                  | 9,897                 | 10,144                |
| Grants - capital                                                    | 6,834                                   | 7,858                       | 4,636                                  | 4,728                 | 4,823                 |
| Contributions - monetary                                            | 618                                     | 426                         | 176                                    | 180                   | 246                   |
| Interest received                                                   | 369                                     | 420                         | 650                                    | 480                   | 350                   |
| Dividends received                                                  | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Trust funds and deposits taken                                      | 44                                      | 0                           | 0                                      | 0                     | 0                     |
| Other receipts                                                      | 275                                     | 233                         | 116                                    | 287                   | 417                   |
| Net GST refund / payment                                            | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Employee costs                                                      | (17,857)                                | (19,340)                    | (18,998)                               | (19,592)              | (20,199)              |
| Materials and services                                              | (20,819)                                | (18,526)                    | (16,629)                               | (17,260)              | (17,828)              |
| Trust funds and deposits repaid                                     | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Other payments                                                      | 19                                      | 0                           | 0                                      | 0                     | 0                     |
| <b>Net cash provided by/(used in) operating activities</b>          | <b>12,849</b>                           | <b>16,666</b>               | <b>15,679</b>                          | <b>14,915</b>         | <b>15,070</b>         |
| <b>Cash flows from investing activities</b>                         |                                         |                             |                                        |                       |                       |
| Payments for property, infrastructure, plant and equipment          | (16,647)                                | (18,895)                    | (14,541)                               | (14,759)              | (15,714)              |
| Proceeds from sale of property, infrastructure, plant and equipment | 427                                     | 269                         | 286                                    | 286                   | 286                   |
| Payments for investments                                            | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Proceeds from sale of investments                                   | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Loan and advances made                                              | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Payments of loans and advances                                      | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| <b>Net cash provided by/ (used in) investing activities</b>         | <b>(16,220)</b>                         | <b>(18,626)</b>             | <b>(14,255)</b>                        | <b>(14,473)</b>       | <b>(15,428)</b>       |
| <b>Cash flows from financing activities</b>                         |                                         |                             |                                        |                       |                       |
| Finance costs                                                       | (326)                                   | (289)                       | (217)                                  | (181)                 | (134)                 |
| Proceeds from borrowings                                            | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Repayment of borrowings                                             | (593)                                   | (799)                       | (604)                                  | (649)                 | (711)                 |
| <b>Net cash provided by/(used in) financing activities</b>          | <b>(919)</b>                            | <b>(1,088)</b>              | <b>(821)</b>                           | <b>(830)</b>          | <b>(845)</b>          |
| <b>Net increase/(decrease) in cash &amp; cash equivalents</b>       | <b>(4,290)</b>                          | <b>(3,048)</b>              | <b>603</b>                             | <b>(388)</b>          | <b>(1,203)</b>        |
| Cash and cash equivalents at the beginning of the financial year    | 15,696                                  | 11,406                      | 8,358                                  | 8,961                 | 8,573                 |
| <b>Cash and cash equivalents at the end of the financial year</b>   | <b>11,406</b>                           | <b>8,358</b>                | <b>8,961</b>                           | <b>8,573</b>          | <b>7,370</b>          |



### 3.5 Statement of Capital Works

For the four years ending 30 June 2020

|                                        | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|----------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                        |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Property</b>                        |                                         |                             |                                        |                   |                   |
| Land                                   | 0                                       | 0                           | 0                                      | 0                 | 0                 |
| Land improvements                      | 25                                      | 0                           | 0                                      | 0                 | 0                 |
| <b>Total land</b>                      | <b>25</b>                               | <b>0</b>                    | <b>0</b>                               | <b>0</b>          | <b>0</b>          |
| Buildings                              | 3,990                                   | 4,446                       | 1,672                                  | 1,117             | 1,059             |
| <b>Total buildings</b>                 | <b>3,990</b>                            | <b>4,446</b>                | <b>1,672</b>                           | <b>1,117</b>      | <b>1,059</b>      |
| <b>Total property</b>                  | <b>4,015</b>                            | <b>4,446</b>                | <b>1,672</b>                           | <b>1,117</b>      | <b>1,059</b>      |
| <b>Plant and equipment</b>             |                                         |                             |                                        |                   |                   |
| Plant, machinery and equipment         | 1,458                                   | 1,183                       | 1,200                                  | 1,276             | 1,308             |
| Fixtures, fittings and furniture       | 504                                     | 428                         | 445                                    | 473               | 485               |
| Computers and telecommunications       | 381                                     | 265                         | 0                                      | 0                 | 0                 |
| <b>Total plant and equipment</b>       | <b>2,343</b>                            | <b>1,876</b>                | <b>1,645</b>                           | <b>1,749</b>      | <b>1,793</b>      |
| <b>Infrastructure</b>                  |                                         |                             |                                        |                   |                   |
| Roads                                  | 6,252                                   | 9,119                       | 7,674                                  | 8,144             | 8,826             |
| Bridges                                | 910                                     | 250                         | 1318                                   | 798               | 654               |
| Footpaths and cycleways                | 607                                     | 1525                        | 627                                    | 638               | 654               |
| Drainage                               | 150                                     | 450                         | 532                                    | 532               | 586               |
| Recreational, leisure and community    | 491                                     | 414                         | 0                                      | 0                 | 0                 |
| Parks, open space and streetscapes     | 1,100                                   | 216                         | 1,577                                  | 590               | 605               |
| Off street car parks                   | 112                                     | 0                           | 0                                      | 0                 | 0                 |
| Other infrastructure                   | 323                                     | 0                           | 0                                      | 2,227             | 2,283             |
| <b>Total infrastructure</b>            | <b>9,945</b>                            | <b>11,975</b>               | <b>11,728</b>                          | <b>12,929</b>     | <b>13,608</b>     |
| <b>Total capital works expenditure</b> | <b>16,303</b>                           | <b>18,297</b>               | <b>15,045</b>                          | <b>15,795</b>     | <b>16,460</b>     |
| <b>Represented by:</b>                 |                                         |                             |                                        |                   |                   |
| New asset expenditure                  | 2,047                                   | 370                         | 200                                    | 213               | 218               |
| Asset renewal expenditure              | 10,956                                  | 13,135                      | 10,887                                 | 11,387            | 11,887            |
| Asset upgrade expenditure              | 3,300                                   | 4,792                       | 3,958                                  | 4,195             | 4,355             |
| <b>Total capital works expenditure</b> | <b>16,303</b>                           | <b>18,297</b>               | <b>15,045</b>                          | <b>15,795</b>     | <b>16,460</b>     |

### 3.6 Statement of Human Resources

For the four years ending 30 June 2020

|                                | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|--------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Staff expenditure</b>       |                                         |                             |                                        |                   |                   |
| Employee costs - operating     | 18,031                                  | 19,518                      | 19,180                                 | 19,776            | 20,388            |
| Employee costs - capital       | 531                                     | 607                         | 637                                    | 669               | 669               |
| <b>Total staff expenditure</b> | <b>18,562</b>                           | <b>20,125</b>               | <b>19,817</b>                          | <b>20,445</b>     | <b>21,057</b>     |
|                                | EFT                                     | EFT                         | EFT                                    | EFT               | EFT               |
| <b>Staff numbers</b>           |                                         |                             |                                        |                   |                   |
| Employees                      | 221.1                                   | 231.6                       | 218.6                                  | 218.1             | 218.1             |
| <b>Total staff numbers</b>     | <b>221.1</b>                            | <b>231.6</b>                | <b>218.6</b>                           | <b>218.1</b>      | <b>218.1</b>      |

There is no increase in permanent staff. The increase in EFT reflected in this table is due to the inclusion of an additional 12.5 EFT staff dedicated to bushfire recovery works resulting from the Christmas Day 2015 bushfires in Wye River and Separation Creek. All employee costs in relation to bushfire recovery works are fully refundable to council under Natural Disaster Relief and Recovery Arrangements (NDRRA). 1 temporary EFT has also been included for a Regional Assessment Support (RAS) Coordinator role that has been fully funded by the Department of Health and Human Services (DHHS) for the next eighteen (18) months. There is also a reduction in Home and Community Care hours equivalent to 3.04 EFT due to a reduction in grant funding as a result of transition to the National Disability Insurance Scheme.

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

| Department                          | Budget<br>2016/17<br>\$'000 | Comprises     |              |
|-------------------------------------|-----------------------------|---------------|--------------|
|                                     |                             | Full Time     | Part Time    |
|                                     |                             | \$'000        | \$'000       |
| Chief Executive Office              | 661                         | 617           | 44           |
| Corporate Services                  | 3,574                       | 2,013         | 1,561        |
| Development and Community Services  | 6,989                       | 2,918         | 4,071        |
| Infrastructure and Leisure Services | 6,660                       | 5,743         | 917          |
| Bushfire Recovery                   | 1,181                       | 974           | 207          |
| <b>Total staff expenditure</b>      | <b>19,065</b>               | <b>12,265</b> | <b>6,800</b> |
| Casuals and other expenditure       | 453                         |               |              |
| Capitalised labour costs            | 607                         |               |              |
| <b>Total expenditure</b>            | <b>20,125</b>               |               |              |

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

| Department                          | Budget<br>FTE | Comprises    |             |
|-------------------------------------|---------------|--------------|-------------|
|                                     |               | Full Time    | Part Time   |
| Chief Executive Office              | 5.5           | 5            | 0.5         |
| Corporate Services                  | 37.4          | 29           | 8.4         |
| Development and Community Services  | 83.6          | 41.5         | 42.1        |
| Infrastructure and Leisure Services | 92.6          | 82           | 10.6        |
| Bushfire Recovery                   | 12.5          | 10           | 2.5         |
| <b>Total staff</b>                  | <b>231.6</b>  | <b>167.5</b> | <b>64.1</b> |

#### 4. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

| Indicator                  | Measure                                                                                                    | Notes | Actual  | Forecast          | Budget  | Strategic Resource Plan |             |         | Trend |
|----------------------------|------------------------------------------------------------------------------------------------------------|-------|---------|-------------------|---------|-------------------------|-------------|---------|-------|
|                            |                                                                                                            |       | 2014/15 | Actual<br>2015/16 |         | 2016/17                 | Projections | 2017/18 |       |
| Operating position         |                                                                                                            |       |         |                   |         |                         |             |         |       |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue                                        | 1     | 10.3%   | -3.1%             | 1.4%    | -0.2%                   | -0.9%       | -1.4%   | -     |
| Liquidity                  |                                                                                                            |       |         |                   |         |                         |             |         |       |
| Working Capital            | Current assets / current liabilities                                                                       | 2     | 226.5%  | 194.6%            | 144.2%  | 138.5%                  | 128.0%      | 117.0%  | -     |
| Unrestricted cash          | Unrestricted cash / current liabilities                                                                    |       | 70.2%   | 179.0%            | 100.6%  | 100.6%                  | 91.7%       | 79.6%   | o     |
| Obligations                |                                                                                                            |       |         |                   |         |                         |             |         |       |
| Loans and borrowings       | Interest bearing loans and borrowings / rate revenue                                                       | 3     | 20.2%   | 17.1%             | 13.8%   | 11.4%                   | 9.0%        | 6.5%    | +     |
| Loans and borrowings       | Interest and principal repayments on interest bearing loans and borrowings / rate revenue                  |       | 3.4%    | 3.3%              | 3.8%    | 2.8%                    | 2.8%        | 2.7%    | o     |
| Indebtedness               | Non-current liabilities / own source revenue                                                               |       | 28.3%   | 24.9%             | 22.2%   | 20.1%                   | 17.9%       | 17.0%   | +     |
| Asset renewal              | Asset renewal expenditure / depreciation                                                                   | 4     | 101.5%  | 117.3%            | 128.3%  | 100.0%                  | 100.0%      | 100.0%  | -     |
| Stability                  |                                                                                                            |       |         |                   |         |                         |             |         |       |
| Rates concentration        | Rate revenue / adjusted underlying revenue                                                                 |       | 55.7%   | 56.1%             | 53.5%   | 59.0%                   | 59.0%       | 59.0%   | o     |
| Rates effort               | Rate revenue / CIV of rateable properties in the municipality                                              |       | 0.5%    | 0.4%              | 0.4%    | 0.4%                    | 0.4%        | 0.4%    | o     |
| Efficiency                 |                                                                                                            |       |         |                   |         |                         |             |         |       |
| Expenditure level          | Total expenditure / no. of property assessments                                                            | 5     | \$2,860 | \$3,170           | \$3,197 | \$3,079                 | \$3,146     | \$3,212 | o     |
| Revenue level              | Residential rate revenue / No. of residential property assessments                                         |       | \$1,187 | \$1,204           | \$1,242 | \$1,260                 | \$1,279     | \$1,298 | o     |
| Workforce turnover         | No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year |       | 8.5%    | 12.7%             | 11.9%   | 12.3%                   | 12.3%       | 12.3%   | o     |

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

#### Notes to indicators

##### 1 Adjusted underlying result

##### Definition

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

##### Commentary

The movement between forecast actual and 16/17 Budget:

- 1) The improved operating result between 15/16 and 16/17 is due mainly to the receipt of a full year's Victoria Grants Commission funding Budgeted for 2016/17 (\$3.03 million);

The downward trend over the forecast SRP period (17/18 to 19/20), is a function of (noting that the result is improved compared to previous year forecasts):

- 1) The estimates have used conservative income predictions
- 2) The restricted ability to generate own source revenue (i.e. rate capping)
- 3) Increases in Depreciation expense\*<sup>1</sup> due to the undertaking of major capital works and expansion of community facilities. Please note when adding back depreciation expense from Apollo Bay\*<sup>1</sup> we reach a balanced/surplus position for all of the forecast SRP periods.

\*<sup>1</sup> It is also important to note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required. If this expense was not recognised Council would generate a positive underlying result for the forecast period.

*2 Working Capital**Definition*

Our ability to meet our short-term obligations.

*Commentary*

The actual result for 2014/15 was inflated due to the pre-payment of \$2.99 million by Victoria Grants Commission. The forecast indicates that council will maintain above the minimum required working capital ratio even when using conservative income estimates.

*3 Debt compared to rates**Definition*

This is a debt servicing measure comparing the interest bearing borrowings we have against the revenue used to service this debt.

*Commentary*

Positive trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

*4 Asset renewal**Definition*

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets

*Commentary*

The upward trend from 2015 to 2017 demonstrates councils continuing commitment to maintain our assets. The forecast periods represent our minimum commitment to maintaining our assets.

*5 Expenditure level**Definition*

The cost of providing services to each rate payer in the Shire.

*Commentary*

Council has been able to constrain expenditure levels to minimise the need for future rate increases above the cap.

### **5. Other Budget information (required by the Regulations)**

This section presents other Budget related information required by the Regulations.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

### 5.1.1 Grants operating (\$1.76 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 18.9% or \$1.76 million compared to 2015/16. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below

|                                                 | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------------------|-----------------------------------------|-----------------------------|--------------------|
| <b>Grants - operating</b>                       |                                         |                             |                    |
| <i>Recurrent - Commonwealth Government</i>      |                                         |                             |                    |
| Victorian Grants Commission - untied base grant | 1,744                                   | 3,267                       | 1,523              |
| Victorian Grants Commission - local roads       | 1,239                                   | 2,551                       | 1,312              |
| Family and community services                   | 305                                     | 298                         | (7)                |
| Environment and protection services             | 70                                      | 50                          | (20)               |
| Aged and disability services                    | 65                                      | 65                          | 0                  |
| Diesel fuel rebate                              | 42                                      | 40                          | (2)                |
| <i>Recurrent - State Government</i>             | 0                                       | 0                           | 0                  |
| Aged and disability services                    | 1,485                                   | 1,369                       | (116)              |
| Port management                                 | 702                                     | 800                         | 98                 |
| Economic development and events                 | 374                                     | 0                           | (374)              |
| Environment and protection services             | 268                                     | 145                         | (123)              |
| Arts and leisure                                | 122                                     | 108                         | (14)               |
| Planning, building and health                   | 7                                       | 7                           | 0                  |
| Other infrastructure                            | 6                                       | 150                         | 144                |
| <b>Total recurrent grants</b>                   | <b>6,429</b>                            | <b>8,850</b>                | <b>2,421</b>       |
| <i>Non-recurrent - Commonwealth Government</i>  |                                         |                             |                    |
| Bushfire recovery                               | 2,805                                   | 2,081                       | (724)              |
| <i>Non-recurrent - State Government</i>         |                                         |                             |                    |
| Planning, building and health                   | 50                                      | 40                          | (10)               |
| Environment and protection services             | 0                                       | 40                          | 40                 |
| Economic development and events                 | 0                                       | 53                          | 53                 |
| Bushfire recovery                               | 20                                      | 0                           | (20)               |
| <b>Total non-recurrent grants</b>               | <b>2875</b>                             | <b>2,214</b>                | <b>(661)</b>       |
| <b>Total operating grants</b>                   | <b>9,304</b>                            | <b>11,064</b>               | <b>1,760</b>       |

Increases or decreases in specific operating grant funding reflect expected changes in demand for these services. The increase in Victoria Grants Commission (VGC) funding results from Council Budgeting to receive a full year's funding allocation in 2016/17, for the 2015/16 financial year the Commission made a prepayment of 50% of the allocation on 30 June 2015 which was recognised in the 2014/15 accounts. A reduction in Economic development and events grants is a result of various projects under the Small Towns Improvement Program being completed during the 2015/16 year.



### 5.1.2 Grants capital (\$1.02 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 15.0% or \$1.024 million compared to 2015/16 due mainly to specific funding for disaster relief. Section 6. 'Analysis of Capital Budget' includes a more detailed analysis of the grants and contributions expected to be received during the 2016/17 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

|                                                | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|------------------------------------------------|-----------------------------------------|-----------------------------|--------------------|
| <b>Grants - capital</b>                        |                                         |                             |                    |
| <i>Recurrent - Commonwealth Government</i>     |                                         |                             |                    |
| Roads to Recovery                              | 2,491                                   | 2,876                       | 385                |
| <i>Recurrent - State Government</i>            |                                         |                             |                    |
| Planning, building and health                  | 500                                     | 0                           | (500)              |
| Arts and leisure                               | 0                                       | 0                           | 0                  |
| Environment and protection services            | 170                                     | 0                           | (170)              |
| <b>Total recurrent grants</b>                  | <b>3,161</b>                            | <b>2,876</b>                | <b>(285)</b>       |
| <i>Non-recurrent - Commonwealth Government</i> |                                         |                             |                    |
| Arts and leisure                               | 2,580                                   | 2,282                       | (298)              |
| Bushfire recovery                              | 0                                       | 2,300                       | 2,300              |
| <i>Non-recurrent - State Government</i>        |                                         |                             |                    |
| Arts and leisure                               | 1,093                                   | 400                         | (693)              |
| <b>Total non-recurrent grants</b>              | <b>3,673</b>                            | <b>4,982</b>                | <b>1,309</b>       |
| <b>Total capital grants</b>                    | <b>6,834</b>                            | <b>7,858</b>                | <b>1,024</b>       |

Significant increases in capital grant funding for 2016/17 relate to the Roads to Recovery program and Bushfire Recovery.

Roads to Recovery funding reflects the Council's funding allocation under Federal Government's Roads to Recovery Programme (2014-2019).

Bushfire Recovery grants reflect the anticipated capital expenditure to be undertaken during 2016/17 to restore Council infrastructure damaged and destroyed in the bushfires of Christmas day 2015.

### 5.1.3 Statement of Borrowings

The table below shows information on borrowings specifically required by the Regulations.

|                                                       | 2015/16<br>\$    | 2016/17<br>\$    |
|-------------------------------------------------------|------------------|------------------|
| Total amount borrowed as at 30 June of the prior year | 5,366,000        | 4,773,000        |
| Total amount proposed to be borrowed                  | 0                | 0                |
| Total amount projected to be redeemed                 | (593,000)        | (799,000)        |
| <b>Total amount of borrowings as at 30 June</b>       | <b>4,773,000</b> | <b>3,974,000</b> |

## 6. Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2016/17 year.

The capital works projects are grouped by class and include the following:

- New works for 2016/17
- Works carried forward from the 2015/16 year.

### Capital works program

For the year ending 30 June 2017

#### 6.1 New works

| Capital Works Area                            | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|-----------------------------------------------|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|                                               |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>PROPERTY</b>                               |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Buildings</b>                              |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Central Reserve                               | 2,382                  | 0                      | 0                 | 2,382             | 0                   | 2,282                      | 100                     | 0                      | 0                    |
| Building Renewal Programme                    | 450                    | 0                      | 450               | 0                 | 0                   | 0                          | 0                       | 450                    | 0                    |
| Meredith Park Toilets                         | 75                     | 0                      | 0                 | 75                | 0                   | 0                          | 0                       | 75                     | 0                    |
| Air Conditioner Replacement Programme         | 50                     | 0                      | 50                | 0                 | 0                   | 0                          | 0                       | 50                     | 0                    |
| <b>Total Buildings</b>                        | <b>2,957</b>           | <b>0</b>               | <b>500</b>        | <b>2,457</b>      | <b>0</b>            | <b>2,282</b>               | <b>100</b>              | <b>575</b>             | <b>0</b>             |
| <b>TOTAL PROPERTY</b>                         | <b>2,957</b>           | <b>0</b>               | <b>500</b>        | <b>2,457</b>      | <b>0</b>            | <b>2,282</b>               | <b>100</b>              | <b>575</b>             | <b>0</b>             |
| <b>PLANT AND EQUIPMENT</b>                    |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Plant, Machinery and Equipment</b>         |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Motor vehicles and plant                      | 1,142                  | 0                      | 1,142             | 0                 | 0                   | 0                          | 0                       | 1,142                  | 0                    |
| <b>Total Plant, Machinery and Equipment</b>   | <b>1,142</b>           | <b>0</b>               | <b>1,142</b>      | <b>0</b>          | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>1,142</b>           | <b>0</b>             |
| <b>Fixtures, Fittings and Furniture</b>       | <b>227</b>             | <b>0</b>               | <b>227</b>        | <b>0</b>          | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>227</b>             | <b>0</b>             |
| <b>Computers and Telecommunications</b>       |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| ICT Equipment Renewal                         | 165                    | 0                      | 165               | 0                 | 0                   | 0                          | 0                       | 165                    | 0                    |
| IT Corporate Backup System                    | 40                     | 0                      | 40                | 0                 | 0                   | 0                          | 0                       | 40                     | 0                    |
| Records Management Upgrade                    | 30                     | 0                      | 30                | 0                 | 0                   | 0                          | 0                       | 30                     | 0                    |
| Customer Service Management System Upgrade    | 30                     | 0                      | 0                 | 30                | 0                   | 0                          | 0                       | 30                     | 0                    |
| <b>Total Computers and Telecommunications</b> | <b>265</b>             | <b>0</b>               | <b>235</b>        | <b>30</b>         | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>265</b>             | <b>0</b>             |
| <b>TOTAL PLANT AND EQUIPMENT</b>              | <b>1,634</b>           | <b>0</b>               | <b>1,604</b>      | <b>30</b>         | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>1,634</b>           | <b>0</b>             |



| Capital Works Area                                               | Project cost<br>\$'000 | Asset expenditure type |         |         |           | Summary of funding sources |               |              |            |
|------------------------------------------------------------------|------------------------|------------------------|---------|---------|-----------|----------------------------|---------------|--------------|------------|
|                                                                  |                        | New                    | Renewal | Upgrade | Expansion | Grants                     | Contributions | Council cash | Borrowings |
|                                                                  |                        | \$'000                 | \$'000  | \$'000  | \$'000    | \$'000                     | \$'000        | \$'000       | \$'000     |
| INFRASTRUCTURE                                                   |                        |                        |         |         |           |                            |               |              |            |
| Roads                                                            |                        |                        |         |         |           |                            |               |              |            |
| Sealed Road Reconstruction Programme                             | 2,886                  | 0                      | 2886    | 0       | 0         | 2876                       | 0             | 10           | 0          |
| Bushfire Infrastructure                                          | 2,300                  | 0                      | 2300    | 0       | 0         | 2300                       | 0             | 0            | 0          |
| Unsealed Road Resheet Programme                                  | 1,400                  | 0                      | 1400    | 0       | 0         | 0                          | 0             | 1400         | 0          |
| Local Roads Reseal Programme                                     | 900                    | 0                      | 900     | 0       | 0         | 0                          | 0             | 900          | 0          |
| Road Improvement Programme                                       | 500                    | 0                      | 0       | 500     | 0         | 0                          | 0             | 500          | 0          |
| Sealed Roads Major Patch Programme                               | 300                    | 0                      | 300     | 0       | 0         | 0                          | 0             | 300          | 0          |
| Landslip Rehabilitation Programme                                | 200                    | 0                      | 200     | 0       | 0         | 0                          | 0             | 200          | 0          |
| Asphalt Overlay Programme                                        | 100                    | 0                      | 100     | 0       | 0         | 0                          | 0             | 100          | 0          |
| Kerb and Channel Replacement Programme                           | 75                     | 0                      | 75      | 0       | 0         | 0                          | 0             | 75           | 0          |
| Road Safety Devices                                              | 50                     | 0                      | 0       | 50      | 0         | 0                          | 0             | 50           | 0          |
| Total roads                                                      | 8,711                  | 0                      | 8,161   | 550     | 0         | 5,176                      | 0             | 3,535        | 0          |
| Bridges                                                          |                        |                        |         |         |           |                            |               |              |            |
| Bridges and culverts                                             | 250                    | 0                      | 250     | 0       | 0         | 0                          | 0             | 250          | 0          |
| Total Bridges                                                    | 250                    | 0                      | 250     | 0       | 0         | 0                          | 0             | 250          | 0          |
| Footpaths and Cycleways                                          |                        |                        |         |         |           |                            |               |              |            |
| CBD Entrances Stage 1                                            | 575                    | 0                      | 75      | 500     | 0         | 300                        | 0             | 275          | 0          |
| Footpath Extension Programme (includes Costin Street extensions) | 290                    | 290                    | 0       | 0       | 0         | 0                          | 0             | 290          | 0          |
| Footpath Replacement Programme                                   | 225                    | 0                      | 225     | 0       | 0         | 0                          | 0             | 225          | 0          |
| Marriners Lookout Pathway                                        | 35                     | 0                      | 0       | 35      | 0         | 0                          | 0             | 35           | 0          |
| Total Footpaths and Cycleways                                    | 1125                   | 290                    | 300     | 535     | 0         | 300                        | 0             | 825          | 0          |
| Drainage                                                         |                        |                        |         |         |           |                            |               |              |            |
| Stormwater Asset Upgrades                                        | 300                    | 0                      | 0       | 300     | 0         | 0                          | 0             | 300          | 0          |
| Urban Drainage Renewal Programme                                 | 150                    | 0                      | 150     | 0       | 0         | 0                          | 0             | 150          | 0          |
| Total Drainage                                                   | 450                    | 0                      | 150     | 300     | 0         | 0                          | 0             | 450          | 0          |
| Recreational, Leisure and Community Facilities                   |                        |                        |         |         |           |                            |               |              |            |
| Birregurra Tennis and Netball Courts Redevelopment               | 302                    | 0                      | 302     | 0       | 0         | 100                        | 152           | 50           | 0          |
| Total Rec, Leisure and Comm'y Facilities                         | 302                    | 0                      | 302     | 0       | 0         | 100                        | 152           | 50           | 0          |
| Parks, Open Space and Streetscapes                               |                        |                        |         |         |           |                            |               |              |            |
| Shire Wide Beautification                                        | 100                    | 0                      | 100     | 0       | 0         | 0                          | 0             | 100          | 0          |
| Playground Renewal Programme                                     | 60                     | 0                      | 60      | 0       | 0         | 0                          | 0             | 60           | 0          |
| Active Parks Renewal Programme                                   | 50                     | 0                      | 50      | 0       | 0         | 0                          | 0             | 50           | 0          |
| Total Parks, Open Space and Streetscapes                         | 210                    | 0                      | 210     | 0       | 0         | 0                          | 0             | 210          | 0          |
| TOTAL INFRASTRUCTURE                                             | 11,048                 | 290                    | 9,373   | 1,385   | 0         | 5,576                      | 152           | 5,320        | 0          |
| TOTAL NEW CAPITAL WORKS 2016/17                                  | 15,639                 | 290                    | 11,477  | 3,872   | 0         | 7,858                      | 252           | 7,529        | 0          |

## 6.2 Works carried forward from the 2015/16 year

| Capital Works Area                              | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|-------------------------------------------------|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|                                                 |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>PROPERTY</b>                                 |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Buildings</b>                                |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Central Reserve                                 | 501                    | 72                     | 429               | 0                 | 0                   | 0                          | 0                       | 501                    | 0                    |
| Bluewater                                       | 720                    | 0                      | 720               | 0                 | 0                   | 0                          | 0                       | 720                    | 0                    |
| Bluewater Carry Over works                      | 80                     | 0                      | 80                | 0                 | 0                   | 0                          | 0                       | 80                     | 0                    |
| DDA Compliance Rae Street                       | 200                    | 0                      | 0                 | 200               | 0                   | 0                          | 0                       | 200                    | 0                    |
| Memorial Square Shrine Restoration              | 58                     | 0                      | 58                | 0                 | 0                   | 0                          | 0                       | 58                     | 0                    |
| <b>Total Buildings</b>                          | <b>1,559</b>           | <b>72</b>              | <b>1,287</b>      | <b>200</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>1,559</b>           | <b>0</b>             |
| <b>TOTAL PROPERTY</b>                           | <b>1,559</b>           | <b>72</b>              | <b>1,287</b>      | <b>200</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>1,559</b>           | <b>0</b>             |
| Fixtures, Fittings and Furniture                | 243                    | 0                      | 71                | 172               | 0                   | 0                          | 0                       | 243                    | 0                    |
| <b>TOTAL PLANT AND EQUIPMENT</b>                | <b>243</b>             | <b>0</b>               | <b>71</b>         | <b>172</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>243</b>             | <b>0</b>             |
| <b>INFRASTRUCTURE</b>                           |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Roads</b>                                    |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Sealed Road Reconstruction Programme            | 300                    | 0                      | 300               | 0                 | 0                   | 0                          | 0                       | 300                    | 0                    |
| Road Improvement Programme                      | 108                    | 0                      | 0                 | 108               | 0                   | 0                          | 0                       | 108                    | 0                    |
| <b>TOTAL ROADS</b>                              | <b>408</b>             | <b>0</b>               | <b>300</b>        | <b>108</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>408</b>             | <b>0</b>             |
| <b>Footpaths and Cycleways</b>                  |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| CBD Entrances Stage 1                           | 400                    | 0                      | 0                 | 400               | 0                   | 0                          | 0                       | 400                    | 0                    |
| <b>Total Footpaths and Cycleways</b>            | <b>400</b>             | <b>0</b>               | <b>0</b>          | <b>400</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>400</b>             | <b>0</b>             |
| <b>Parks, Open Space and Streetscapes</b>       |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Rex Norman Park Master Plan                     | 8                      | 8                      | 0                 | 0                 | 0                   | 0                          | 0                       | 8                      | 0                    |
| Western Bay Playground                          | 40                     | 0                      | 0                 | 40                | 0                   | 0                          | 0                       | 40                     | 0                    |
| <b>Total Parks, Open Space and Streetscapes</b> | <b>48</b>              | <b>8</b>               | <b>0</b>          | <b>40</b>         | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>48</b>              | <b>0</b>             |
| <b>TOTAL INFRASTRUCTURE</b>                     | <b>856</b>             | <b>8</b>               | <b>300</b>        | <b>548</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>856</b>             | <b>0</b>             |
| <b>TOTAL CARRIED FWD WORKS 2015/16</b>          | <b>2,658</b>           | <b>80</b>              | <b>1,658</b>      | <b>920</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>2,658</b>           | <b>0</b>             |
| <b>6.3 Summary</b>                              |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| PROPERTY                                        | 4,516                  | 72                     | 1,787             | 2,657             | 0                   | 2,282                      | 100                     | 2,134                  | 0                    |
| PLANT AND EQUIPMENT                             | 1,877                  | 0                      | 1,675             | 202               | 0                   | 0                          | 0                       | 1,877                  | 0                    |
| INFRASTRUCTURE                                  | 11,904                 | 298                    | 9,673             | 1,933             | 0                   | 5,576                      | 152                     | 6,176                  | 0                    |
| <b>TOTAL CAPITAL WORKS</b>                      | <b>18,297</b>          | <b>370</b>             | <b>13,135</b>     | <b>4,792</b>      | <b>0</b>            | <b>7,858</b>               | <b>252</b>              | <b>10,187</b>          | <b>0</b>             |

## 7. Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual Budget

### 7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 52.5% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and municipal charge will increase by 2.5% in line with the rate cap. Kerbside collection charge will increase by 2.5% and the recycling charge by 2.5%. This will raise total rate and charges for 2016/17 of \$28.74 million, including \$0.10 million generated from supplementary rates. Whilst overall average rates and charges have increased by 2.5%, increases in the individual differentials vary due to changes in relative valuations across the municipality.

#### 7.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

| Type or class of land                  | 2015/16<br>cents/\$CIV | 2016/17<br>cents/\$CIV | Change |
|----------------------------------------|------------------------|------------------------|--------|
| Colac Residential                      | 0.004513               | <b>0.004370</b>        | -3.2%  |
| Balance of Shire Residential           | 0.003836               | <b>0.003714</b>        | -3.2%  |
| Rural Farm                             | 0.003565               | <b>0.003452</b>        | -3.2%  |
| Holiday Rental                         | 0.004513               | <b>0.004370</b>        | -3.2%  |
| Colac Commercial/Industrial            | 0.007446               | <b>0.007210</b>        | -3.2%  |
| Balance of Shire Commercial/Industrial | 0.006318               | <b>0.006118</b>        | -3.2%  |

#### 7.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

| Type or class of land                             | 2015/16<br>\$     | 2016/17<br>\$     | Change       |
|---------------------------------------------------|-------------------|-------------------|--------------|
| Colac Residential                                 | 5,879,659         | <b>6,242,423</b>  | <b>6.2%</b>  |
| Balance of Shire Residential                      | 7,085,768         | <b>7,222,620</b>  | <b>1.9%</b>  |
| Rural Farm                                        | 5,583,474         | <b>5,769,935</b>  | <b>3.3%</b>  |
| Holiday Rental                                    | 1,027,077         | <b>1,015,042</b>  | <b>-1.2%</b> |
| Colac Commercial/Industrial                       | 2,053,730         | <b>1,987,314</b>  | <b>-3.2%</b> |
| Balance of Shire Commercial/Industrial            | 1,071,581         | <b>1,030,730</b>  | <b>-3.8%</b> |
| <b>Total amount to be raised by general rates</b> | <b>22,701,289</b> | <b>23,268,063</b> | <b>2.5%</b>  |

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

| Type or class of land                  | 2015/16<br>(Original) # | 2016/17<br>#  | Change      |
|----------------------------------------|-------------------------|---------------|-------------|
| Colac Residential                      | 5,520                   | 5,579         | 1.1%        |
| Balance of Shire Residential           | 5,245                   | 5,263         | 0.3%        |
| Rural Farm                             | 2,782                   | 2,785         | 0.1%        |
| Holiday Rental                         | 415                     | 439           | 5.8%        |
| Colac Commercial/Industrial            | 623                     | 627           | 0.6%        |
| Balance of Shire Commercial/Industrial | 338                     | 336           | -0.6%       |
| <b>Total number of assessments</b>     | <b>14,923</b>           | <b>15,029</b> | <b>0.7%</b> |

7.4 The basis of valuation to be used is the Capital Improved Value (CIV).

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

| Type or class of land                  | 2015/16<br>\$        | 2016/17<br>\$        | Change      |
|----------------------------------------|----------------------|----------------------|-------------|
| Colac Residential                      | 1,302,856,000        | 1,428,472,000        | 9.6%        |
| Balance of Shire Residential           | 1,847,193,000        | 1,944,701,000        | 5.3%        |
| Rural Farm                             | 1,566,108,000        | 1,671,476,000        | 6.7%        |
| Holiday Rental                         | 227,587,000          | 232,275,000          | 2.1%        |
| Colac Commercial/Industrial            | 275,806,000          | 275,633,000          | -0.1%       |
| Balance of Shire Commercial/Industrial | 169,606,000          | 168,475,000          | -0.7%       |
| <b>Total value of land</b>             | <b>5,389,156,000</b> | <b>5,721,032,000</b> | <b>6.2%</b> |

7.6 The municipal charge under section 159 of the Act compared with the previous financial year.

| Type of Charge | Per Rateable<br>Property<br>2015/16<br>\$ | Per Rateable<br>Property<br>2016/17<br>\$ | Change |
|----------------|-------------------------------------------|-------------------------------------------|--------|
| Municipal      | 178                                       | 182.45                                    | 2.5%   |

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year.

| Type of Charge | 2015/16<br>\$ | 2016/17<br>\$ | Change |
|----------------|---------------|---------------|--------|
| Municipal      | 2,526,176     | 2,589,330     | 2.5%   |

**7.8 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year.**

| Type of Charge                  | Per Rateable<br>Property<br>2015/16<br>\$ | Per Rateable<br>Property<br>2016/17<br>\$ | Change      |
|---------------------------------|-------------------------------------------|-------------------------------------------|-------------|
| Weekly Kerbside collection      | 285                                       | 292                                       | 2.5%        |
| Fortnightly Kerbside collection | 189                                       | 194                                       | 2.5%        |
| <b>Total</b>                    | <b>474</b>                                | <b>486</b>                                | <b>2.5%</b> |

**7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.**

| Type of Charge                  | 2015/16<br>\$    | 2016/17<br>\$    | Change      |
|---------------------------------|------------------|------------------|-------------|
| Weekly Kerbside collection      | 2,717,475        | 2,784,220        | 2.5%        |
| Fortnightly Kerbside collection | 28,728           | 29,488           | 2.5%        |
| <b>Total</b>                    | <b>2,746,203</b> | <b>2,813,708</b> | <b>2.5%</b> |

**7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year.**

| Type of Charge                         | 2015/16<br>\$     | 2016/17<br>\$     | Change      |
|----------------------------------------|-------------------|-------------------|-------------|
| General rates                          | 22,701,289        | 23,268,063        | 2.5%        |
| Tirrengower Drainage Scheme            | 21,063            | 21,063            | 0.0%        |
| Municipal charge                       | 2,526,176         | 2,589,330         | 2.5%        |
| Kerbside collection and recycling      | 2,746,203         | 2,813,708         | 2.5%        |
| <b>Rates and charges <sup>*1</sup></b> | <b>27,994,731</b> | <b>28,692,164</b> | <b>2.5%</b> |

<sup>\*1</sup> Note the above does not include annualised supplementary rates

**7.11 Other Charges.**

| Type of Charge              | 2015/16<br>\$ Per Hectare | 2016/17<br>\$ Per Hectare | Change |
|-----------------------------|---------------------------|---------------------------|--------|
| Tirrengower Drainage Scheme | 2.50                      | 2.50                      | 0.0%   |

**7.12 Any significant changes that may affect the estimated amounts to be raised by rates and charges.**

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2016/17: estimated \$0.10 million)
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

### **7.13 Differential rates**

#### **Rates to be levied**

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.004370 cents in the dollar of CIV for all rateable residential properties in Colac, and all rateable residential properties in Colac East, Colac West and Elliminyt;
- A general rate of 0.003714 cents in the dollar of CIV for any residential land which is not located in Colac, Colac East, Colac West or Elliminyt (balance of Shire);
- A general rate of 0.003452 cents in the dollar of CIV for all rateable farm land;
- A general rate of 0.004370 cents in the dollar of CIV for all rateable holiday rental properties;
- A general rate of 0.007210 cents in the dollar of CIV for all rateable commercial and industrial properties in Colac, Colac East, Colac West and Elliminyt; and
- A general rate of 0.006118 cents in the dollar of CIV for all other rateable commercial and industrial properties not located in Colac, Colac East, Colac West and Elliminyt (balance of Shire).

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant rate in the dollar listed above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

#### **Residential Land – Colac**

Any land, whether vacant or built upon, which is located in Colac, Colac East, Colac West and Elliminyt that is not zoned for commercial or industrial use and which does not have the characteristics of:

- a) Rural Farm Land;
- b) Holiday Rental Land; or
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt.

#### **Residential Land – Balance of Shire**

Any land, whether vacant or built upon or which is not located in Colac, Colac East, Colac West or Elliminyt that does not have the characteristics of:

- a) Rural Farm Land;
- b) Holiday Rental Land;
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt; or
- d) Commercial/Industrial Land – Balance of Shire.



### **Rural Farm Land**

Any land located within the shire which is "Farm Land" within the meaning of section 2 of the *Valuation of Land Act* 1960 and is zoned to allow land to be used for rural and/or farming purposes.

Typically, these properties may contain buildings used as a residence and for farm purposes and will also contain land with no buildings located upon it.

A Rural – Farm property may also be any land located within the shire which:

- Is not greater than 5 hectares in area;
- Is zoned to allow the land to be used for rural and/or farming purposes;
- Has been deemed unviable for the purpose of carrying on a business of primary production by Council; and
- Has been deemed unsuitable to allow the construction of a dwelling.

### **Holiday Rental Land**

Any land that contains a dwelling, cabin or house or part of a house that:

is used for the provision of holiday accommodation for the purpose of generating income; or

is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner.

Note: Typically, the category will include absentee owned holiday houses, owner occupied "Bed and Breakfast" establishments, farm properties with accommodation cabins, holiday farms and the like.

The category will not include land used to provide tourist/holiday accommodation on an overtly commercial scale and basis where the provision of accommodation is an integral part of the use of the property. The types of properties excluded from this category would include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi unit developments and the like.

### **Commercial/Industrial Land – Colac, Colac East, Colac West, Elliminyt**

Any land which is located in Colac, Colac East, Colac West or Elliminyt which does not have the characteristics of:

- a) Rural Farm Land;
- b) Residential Land – Colac, Colac East, Colac West or Elliminyt; or
- c) Holiday Rental Land; and

is used primarily for:

- a) the sale of goods or services;
- b) other commercial purposes; or
- c) industrial purposes or which is vacant but zoned for commercial or industrial use.

**Commercial/Industrial Land - Balance of Shire**

Any land which is not located in Colac, Colac East, Colac West or Elliminyt which does not have the characteristics of:

- a) Rural Farm Land;
- b) Residential Land – Balance of Shire; or
- c) Holiday Rental Land; and

is used primarily for:

- a) the sale of goods or services;
- b) other commercial purposes; or
- c) industrial purposes or which is vacant but zoned for commercial or industrial use.

**Other Charges**

**Municipal Charge**

A Municipal Charge be declared for the period commencing 1 July 2016 to 30 June 2017 to cover some of the administrative costs of the Council.

The municipal charge be the sum of \$182.45 per annum for each rateable property in respect of which a municipal charge can be levied.

**Annual Service (Waste Management) Charges**

**An annual service (waste management) charge of \$292 per annum (weekly service provided) be declared for:**

All land used primarily for residential or commercial purposes; or  
other land in respect of which a weekly waste collection and disposal service is provided, for the period 1 July 2016 to 30 June 2017.

**An annual service (waste management) charge of \$194 per annum (fortnightly service provided) be declared for:**

All land used primarily for residential or commercial purposes; or  
other land in respect of which a fortnightly waste collection and disposal service is provided, for the period 1 July 2016 to 30 June 2017.

**Commercial properties can have a maximum of one (1) 240 litre or two (2) 120 litre bins.**

**Tirrengower Special (Drainage) Scheme**

The special charge for the Tirrengower drainage works previously declared by Council be fixed at \$2.50 per hectare for the period 1 July 2016 to 30 June 2017.



## **Budget Analysis**

The following reports provide detailed analysis to support and explain the Budget reports in the previous section.

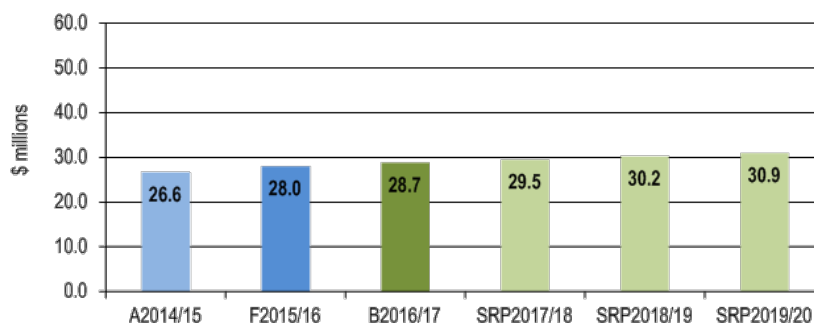
This section includes the following analysis and information.

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating Budget
- 11 Analysis of Budgeted cash position
- 12 Analysis of capital Budget
- 13 Analysis of Budgeted financial position
- 14 Strategic resource plan
- 15 Summary of other strategies
- 16 Rating strategy

## 8. Summary of financial position

Council has prepared a Budget for the 2016/17 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key Budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

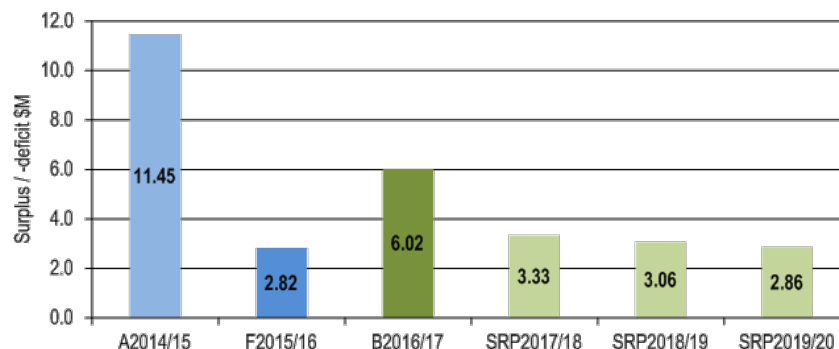
### 8.1 Rates and charges



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

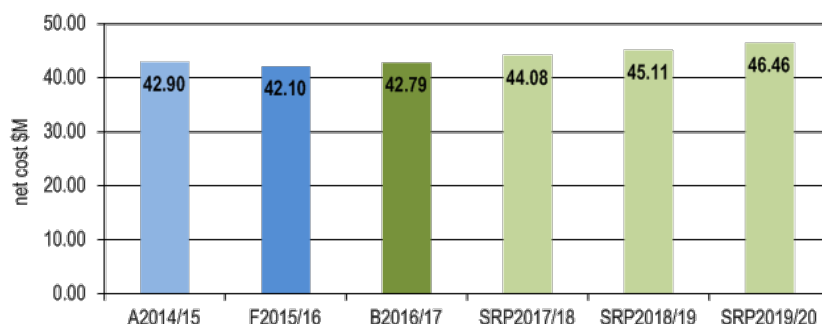
It is proposed that the average rates increase by 2.5% for the 2016/17 year, raising total rates of \$28.7 million, including \$0.10 million generated from supplementary rates. This will result in an increase in total revenue from rates and service charges of 2.5%. This rate increase is in line with the rate cap set by the Minister for Local Government. (The rate increase for the 2015/16 year was 4.95%). Refer Sections 7 and 10 for more information.

### 8.2 Operating result



The expected operating result for the 2016/17 year is a surplus of \$6.02 million, which is an increase of \$3.20 million over 2015/16. The improved operating result is due mainly to the receipt of a full year's Victoria Grants Commission funding Budgeted for 2016/17 (\$3.03 million). The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$0.67 million, which is an improvement of \$1.70 million over 2015/16 - refer to section 10 of this summary for further information. (The forecast operating result for the 2015/16 year was a surplus of \$2.82 million).

### 8.3 Services

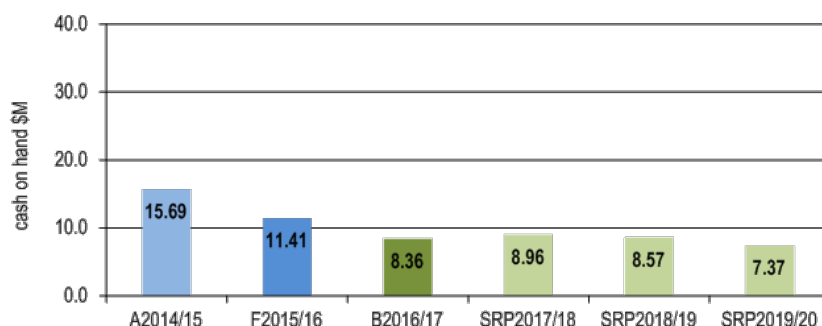


The net cost of services delivered to the community for the 2016/17 year is expected to be \$42.79 million which is an increase of \$0.69 million over 2015/16. A key influencing factor in the development of the 2016/17 Budget has been a focus on reducing costs whilst maintaining service levels.

Future cost increases have been minimised, while maintaining existing service levels, due to the identification of business improvement initiatives in a number of areas including reduction in fuel consumption, streamlining of postal services and savings in utility costs (totalling approximately \$1.8 million over the forward estimates).

Refer Section 2 for a list of services.

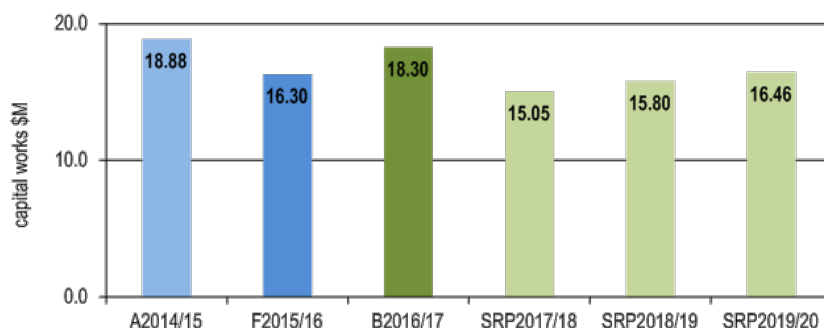
### 8.4 Cash and investments



Cash and investments are expected to reduce by \$3.05 million during the year to \$8.36 million as at 30 June 2017. This is due mainly to the carried forward component of the 2015/16 capital works program and the use of cash reserves by Council to maintain a robust capital expenditure program. (Cash and investments are forecast to be \$11.4 million as at 30 June 2016).

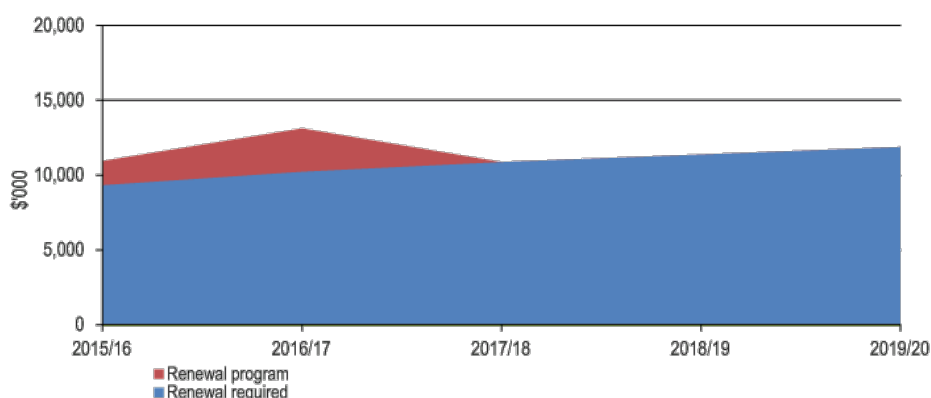
Refer also Section 3 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

## 8.5 Capital works



The capital works program for the 2016/17 year is expected to be \$18.30 million of which \$2.66 million relates to projects which will be carried forward from the 2015/16 year. The carried forward component is fully funded from the 2015/16 Budget. Of the \$18.30 million of capital funding required, \$7.86 million will come from external grants with the balance of \$10.44 million from Council cash. The Council cash amount comprises asset sales (\$0.27 million), cash held at the start of the year (\$4.15 million) and cash generated through operations in the 2016/17 financial year (\$6.02 million). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. For more information refer to sections 6 and 12.

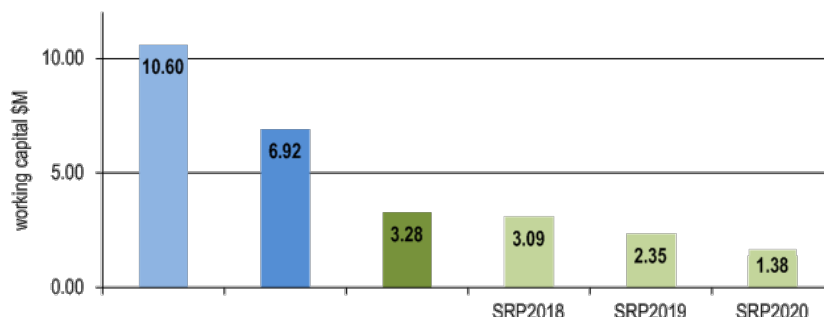
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog.



The asset renewal program has been increased to \$12.48 million in the 2016/17 year which maintains Council's enviable position of maintaining renewal expenditure at least in line with current depreciation levels. It is important to note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required.

Refer also Section 3 for the Statement of Capital Works and Section 12 for an analysis of the capital Budget.

## 8.6 Financial position

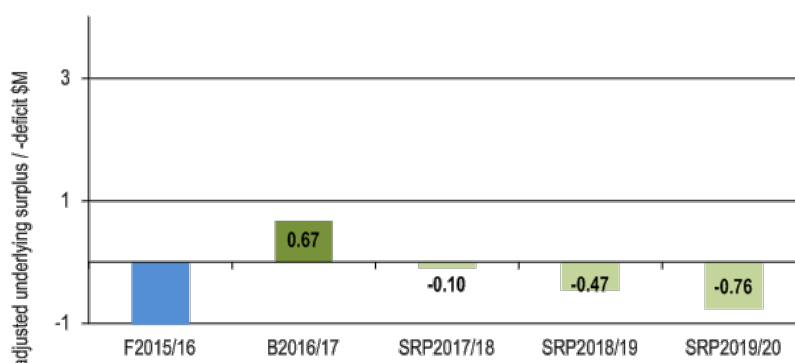


The above graph demonstrates that council will maintain above the minimum required working capital ratio even when using conservative income estimates

Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the Budgeted financial position.

Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the Budgeted financial position.

## 8.7 Financial sustainability

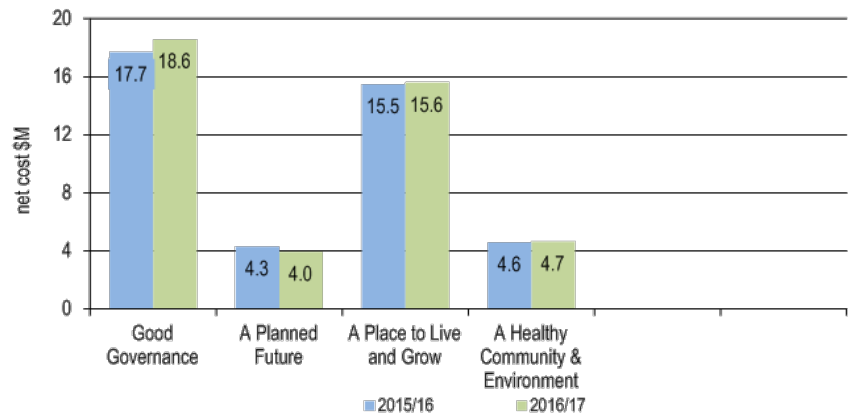


A high level Strategic Resource Plan for the years 2017/18 to 2019/20 has been developed to assist Council in adopting a Budget for the purposes of a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decrease over the four year period although the reduced result is improved compared to previous year forecasts and Council remains financially sustainable with a strong surplus forecast for 2016/17.

It is important to note that the forecast includes \$0.8 million of depreciation for the Port of Apollo Bay and when adding this amount back (noting Council is not responsible for the replacement of these assets as they are owned by the state), the forecast SRP periods show a balanced/surplus position.

Refer Section 14 for more information on the Strategic Resource Plan.

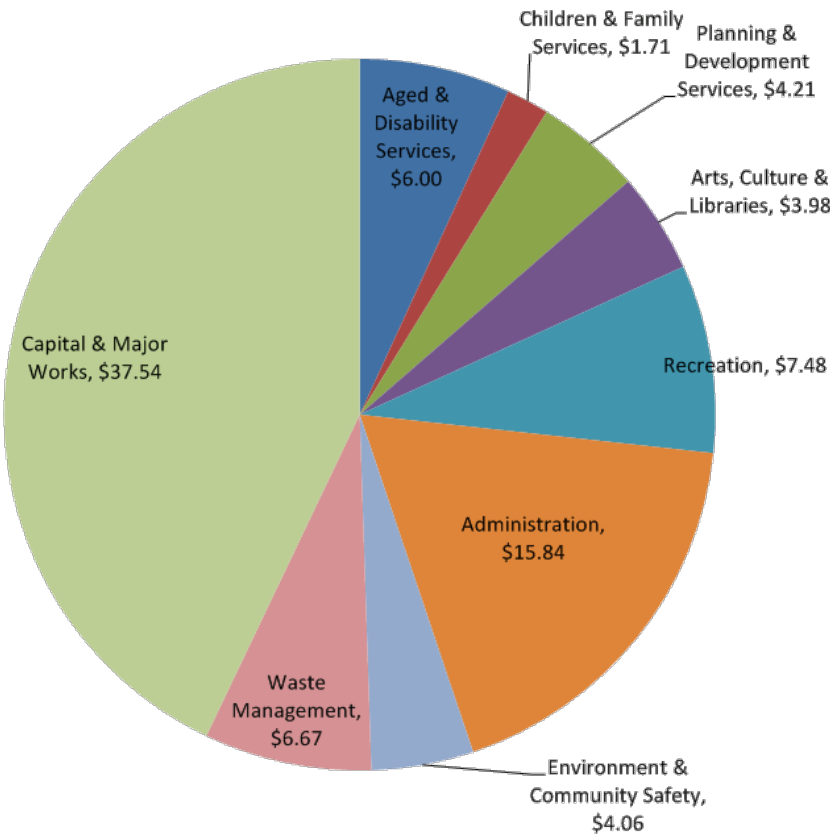
8.8 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the Budget to achieve the strategic objectives as set out in the Council Plan for the 2016/17 year.

The services that contribute to these objectives are set out in Section 2.

8.9 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends. Council overheads, governance costs and administrative costs are allocated to our external facing services using an internal overhead allocation model.

## 9. Budget influences

This section sets out the key Budget influences arising from the internal and external environment within which the Council operates.

### 9.1 Snapshot of Colac Otway Shire Council

Colac Otway Shire Council is located in the South West of Victoria, covering an area of 3,443 square kilometres, stretching from the plains of Cressy in the north to rainforest of Cape Otway in the south. The Shire consists of rich agricultural lands, timbered forests and the urban areas of Colac, Apollo Bay, Birregurra, Pirron Yallock and Cressy. The Shire's administrative centre is based in the urban hub of Colac, with an additional service centre in the coastal town of Apollo Bay.

The current Shire was created through the amalgamation between the former City of Colac and the former Shire of Colac and the former Shire of Otway.

#### Population

Our population was estimated to be 20,501 in 2014 (source: Australian Bureau Statistics). Our population has remained relatively steady over the last decade exhibiting a -0.1% growth rate. We are anticipating increased population growth in the medium term as the duplication of the Princess Highway from Geelong to Colac opens up access to the region.

#### Ageing population

The Shire has a relatively older population, with 59.8% of our residents being over 35 years old. Over one quarter (25.7%) are aged over 60 years old, with 19.5% of our population school aged (between 5 and 19 years old).

Only 7.5% of our population was born outside of Australia.

#### Employment and occupation

Colac Otway's residents enjoy steady employment, with 96.3% of our active workforce population in some form of employment. Of this 55.3% are employed in a full-time capacity.

Our five major employment sectors (which employ 56.2% of the workforce) are:

- Manufacturing (12.7%)
- Health Care and Social Assistance (12.6%)
- Agriculture, Forestry & Fishing (12.0%)
- Retail Trade (10.5%)
- Accommodation and food services (8.5%)
- Education and Training (6.0%)
- Administrative and Support Services (4.9%)



### **Budget implications**

As a result of the Shire's demographic profile there are a number of Budget implications in the short and long term as follows:

- Council's ageing population presents challenges in planning for infrastructure and services which provide ease of access and useability and support for the increasing aged members of our community. We may face challenges in attracting and retaining a sustainable workforce as the workforce age demographic declines.
- The location, relatively large area and very diverse topography of the Shire presents transport issues - the duplication of the Princess Highway from Geelong to Colac will alleviate a number of access issues, but may present different problems, with the potential for a significant increase in road freight and traffic travelling through the Shire.
- Complex regulatory environment - Council operates in a highly regulated environment.
- Asset Renewal - the highly diverse topography within the Shire presents unique circumstances in renewing assets due to the vastly different conditions from one end of the Shire to the other.

### **9.2 External influences**

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2015 (ABS release 28 January 2016). State-wide CPI is forecast to be 2.5% for the 2016/17 year (Victorian Budget Papers 2015/16).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2015 was 1.7% (ABS release 13 August 2015). The wages price index in Victoria is projected to be 3.25% per annum in 2016/17 and the subsequent two years (Victorian Budget Papers 2015/16). Council must renegotiate a new Collective Agreement during the 2016/17 year for commencement during 2016.
- Ongoing freeze in Federal Assistance Grants funding.
- Estimated operating expenditure of \$2.1 million and capital expenditure of \$2.30 million during 2016/17 relating to recovery works from the Christmas Day 2015 bushfire at Wye River and Separation Creek. Compensation of \$4.38 million is anticipated to be received by Council via the National Disaster Relief and Recovery Arrangements and other State funding streams.
- Increases of 3.3% (or \$2.02 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/09 to \$30.33 per tonne in 2016/17.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

### **9.3 Internal influences**

As well as external influences, there are also a number of internal influences which are expected to have an impact on the preparation of the 2016/17 Budget. These matters have arisen from events occurring in the 2015/16 year resulting in variances between the forecast actual and Budgeted results for that year and matters expected to arise in the 2016/17 year. These matters and their financial impact are set out below:

- Renegotiation of Council's current Enterprise Bargaining Agreement to occur in 2016.
- Transitioning to the National Disability Insurance Scheme (NDIS) impacting the resources required in the Council's Older Persons/Health and Community Care Services.

### **9.4 Budget principles**

In response to these influences, guidelines were prepared and distributed to all Council officers with Budget responsibilities. The guidelines set out the key Budget principles upon which the officers were to prepare their Budgets. The principles included:

- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2015/16 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- A culture of 'every dollar counts'. We recognise that every \$1,000 to \$2,000 saved is the equivalent of our neighbour's rates
- Contract labour to be minimised.
- Construction and material costs to reflect the input costs of the services.
- New initiatives or new employee proposals to be justified through a business case.
- Real savings in expenditure identified in 2015/16 to be preserved.
- Operating revenues and expenses arising from completed 2015/16 capital projects to be included.
- Consideration of the whole of life cost of the service or asset.

### **9.5 Long term strategies**

The Budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2016/17 to 2019/20 (Section 14.), Rating Information (Section 7.) and Other Long Term Strategies (Section 16.) including borrowings, infrastructure and service delivery.

## 10. Analysis of operating Budget

This section analyses the operating Budget including expected income and expenses of the Council for the 2016/17 year.

### 10.1 Budgeted income statement

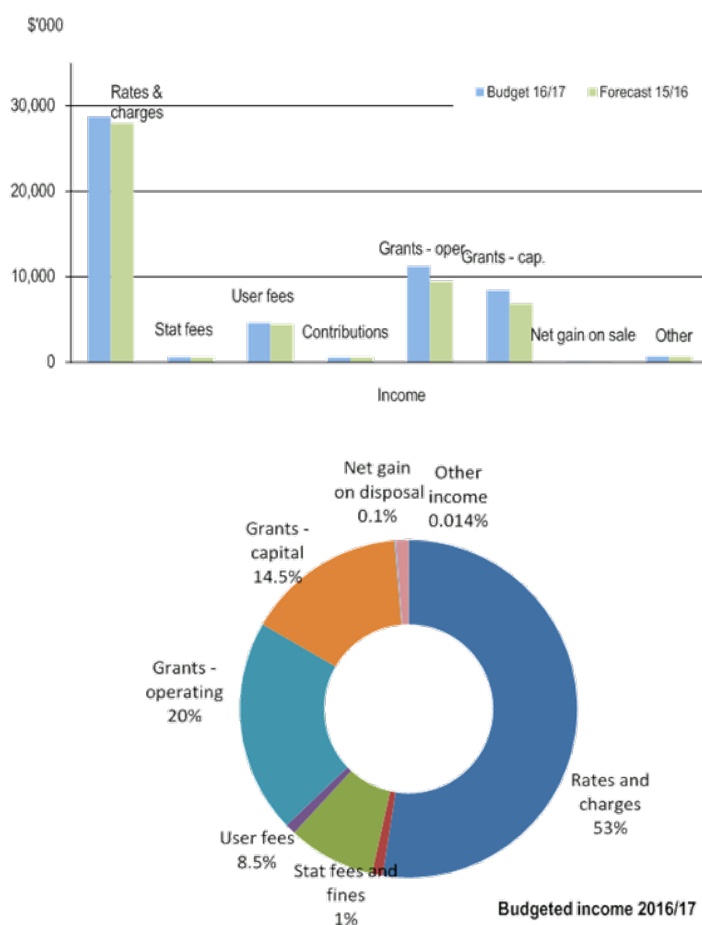
|                                              | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|----------------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| Total income                                 | 10.2   | 50,465                                  | 54,079                      | 3,614              |
| Total expenses                               | 10.3   | (47,642)                                | (48,055)                    | (413)              |
| <b>Surplus (deficit) for the year</b>        |        | <b>2,823</b>                            | <b>6,024</b>                | <b>3,201</b>       |
| Grants –non-recurrent capital                | 5.1.2  | (3,673)                                 | (4,982)                     | (1,309)            |
| Contributions - non-monetary assets          |        | 0                                       | 0                           | 0                  |
| Capital contributions - other sources        | 10.2.4 | (174)                                   | (371)                       | (197)              |
| <b>Adjusted underlying surplus (deficit)</b> |        | <b>(1,024)</b>                          | <b>671</b>                  | <b>1,695</b>       |

#### 10.1.1 Adjusted underlying surplus (\$0.67 million)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2016/17 year is a surplus of \$0.67 million which is an improvement from a deficit of \$1.02 million in the 2015/16 forecast year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

### 10.2 Income

| Income Types                                                        | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|---------------------------------------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| Rates and charges                                                   | 10.2.1 | 27,974                                  | 28,744                      | 770                |
| Statutory fees and fines                                            | 10.2.2 | 548                                     | 570                         | 22                 |
| User fees                                                           | 10.2.3 | 4,414                                   | 4,588                       | 174                |
| Contributions - monetary                                            | 10.2.4 | 562                                     | 371                         | (191)              |
| Grants - operating                                                  | 5.1.1  | 9,304                                   | 11,064                      | 1,760              |
| Grants - capital                                                    | 5.1.2  | 6,834                                   | 7,858                       | 1,024              |
| Net gain on disposal of property,<br>infrastructure, plant & equip. | 10.2.5 | 83                                      | 83                          | 0                  |
| Other income                                                        | 10.2.6 | 746                                     | 799                         | 53                 |
| <b>Total income</b>                                                 |        | <b>50,465</b>                           | <b>54,079</b>               | <b>3,614</b>       |



#### 10.2.1 Rates and charges (\$0.77 million increase)

It is proposed that income raised by all rates and charges be increased by \$0.77 million over 2015/16 levels to \$28.74 million. This includes an increase in general rates of 2.5%, the Municipal Charge of 2.5%; kerbside waste charge of 2.5%; recycling waste charge of 2.5%; and forecasts supplementary rates to maintain steady at \$0.1 million.

The increases are in line with the Victorian Government's Fair Go Rating legislation. It must be noted that as the 2016/17 year is a revaluation year for rating purposes and as such the rate increase for any individual property may vary from 2.5% relative to that property's variation from the average valuation change.

Section 7. Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2016/17 and the rates and charges specifically required by the Regulations.

**10.2.2 Statutory fees and fines (\$0.02 million increase)**

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to increase by 4.1% or \$0.02 million compared to 2015/16. The main area contributing to the increase is the local laws service, where parking infringements are anticipated to increase by \$0.016 million as a result of increased enforcement during the peak summer season.

A detailed listing of statutory fees is included in Appendix A.

**10.2.3 User fees (\$0.17 million increase)**

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the Budget, the key principle for determining the level of user charges has been to balance the cost of service provision to Council against the community's capacity to pay.

User charges are projected to increase by 3.95% or \$0.17 million over 2015/16.

A detailed listing of fees and charges is included in Appendix A.

**10.2.4 Contributions - monetary (\$0.19 million decrease)**

Contributions includes monies paid by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development. As such the level of contributions can vary from year to year as a result of the nature of works being undertaken by Council.

Contributions are projected to decrease by \$0.19 million or 33.96% compared to 2015/16 due mainly to the completion of a number of major projects within the municipality during the 2015/16 year.

**10.2.5 Net gain on disposal of property, infrastructure, plant and equipment (\$nil movement)**

Proceeds from the disposal of Council assets is forecast to be \$0.27 million for 2016/17 which relates predominately to the planned cyclical replacement of part of the plant and vehicle fleet. The written down value of assets sold is forecast to be \$0.261 million.

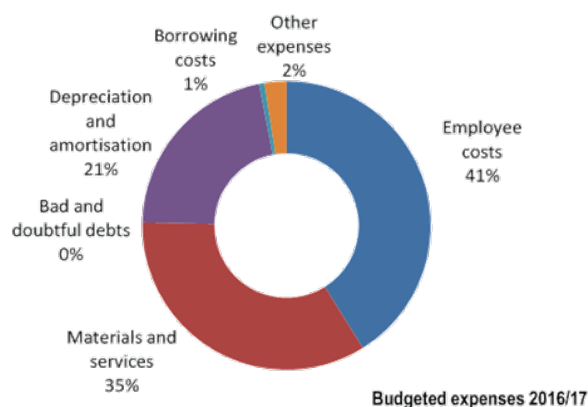
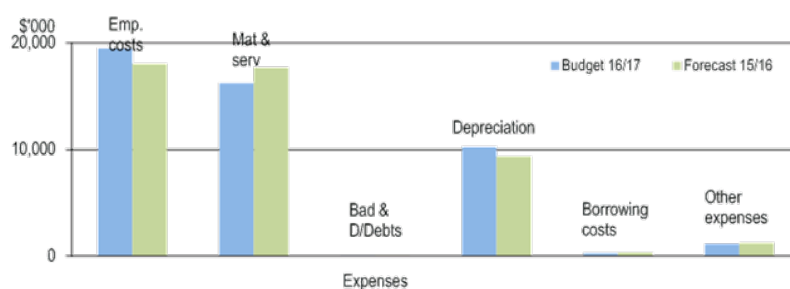
**10.2.6 Other income (\$0.05 million increase)**

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to increase by 7.1% or \$0.05 million compared to 2015/16. This is predominately a result of an anticipated increase in interest on investments of \$0.05 million compared to 2015/16, as Council holds significant cash reserves in fully cash backing all of its discretionary reserves.

### 10.3 Expenses

| Expense Types                 | Ref    | Forecast                    | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------|--------|-----------------------------|-----------------------------|--------------------|
|                               |        | Actual<br>2015/16<br>\$'000 |                             |                    |
| Employee costs                | 10.3.1 | 18,031                      | 19,518                      | 1,487              |
| Materials and services        | 10.3.2 | 17,700                      | 16,825                      | (875)              |
| Bad and doubtful debts        | 10.3.3 | 2                           | 2                           | 0                  |
| Depreciation and amortisation | 10.3.4 | 9,338                       | 10,237                      | 899                |
| Borrowing costs               | 10.3.5 | 326                         | 289                         | (37)               |
| Other expenses                | 10.3.6 | 1,245                       | 1,184                       | (61)               |
| Asset Write Off/Impairment    | 10.3.7 | 1,000                       | 0                           | (1,000)            |
| <b>Total expenses</b>         |        | <b>47,642</b>               | <b>48,055</b>               | <b>413</b>         |



Source: Section 3

#### 10.3.1 Employee costs (\$1.48 million increase)

Employee costs include all labour related expenditure such as wages, salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc. There is no increase in permanent staff.

Whilst overall employee costs are anticipated to increase by \$1.48 million, \$1.18 million of this increase is directly attributable to bushfire recovery activities. These positions are temporary fixed term in nature and are fully funded under the National Disaster Relief and Recovery Arrangements.

With the bushfire recovery amount excluded, Council's employee costs have increased only marginally, by 0.17% or \$0.30 million against the projected 2015/16 result.



When comparing this amount to the projected 2015/16 result it must be noted that Council has had a number of positions unfilled throughout the 2015/16 year, which is reflected in the forecast result for 2015/16 (i.e. the 2015/16 forecast has been reduced to reflect the unspent wages on vacant positions).

When compared to Council's 2015/16 Original Budget which allowed for all vacant positions to be filled for the whole year (\$18.168 million) and excluding the aforementioned bushfire response employee costs (i.e. comparing 'ordinary' operations over the two years), Council's employee costs increase by just \$0.16 million or 0.9%. This is a combination of filling vacancies with lower bandings, a reduced EBA escalation rate, and a slight reduction in employee hours across Council's home care services.

Overall the above reflects no increase in permanent staff levels.

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

| Department                          | Budget<br>2016/17<br>\$'000 | Comprises           |                     |
|-------------------------------------|-----------------------------|---------------------|---------------------|
|                                     |                             | Full Time<br>\$'000 | Part Time<br>\$'000 |
| Chief Executive Office              | 661                         | 617                 | 44                  |
| Corporate Services                  | 3,574                       | 2,013               | 1,561               |
| Development and Community Services  | 6,989                       | 2,918               | 4,071               |
| Infrastructure and Leisure Services | 6,660                       | 5,743               | 917                 |
| Bushfire recovery                   | 1,181                       | 974                 | 207                 |
| <b>Total staff expenditure</b>      | <b>19,065</b>               | <b>12,265</b>       | <b>6,800</b>        |
| Casuals and other expenditure       | 453                         |                     |                     |
| Capitalised labour costs            | 607                         |                     |                     |
| <b>Total expenditure</b>            | <b>20,125</b>               |                     |                     |

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

| Department                          | Budget<br>FTE | Comprises    |             |
|-------------------------------------|---------------|--------------|-------------|
|                                     |               | Full Time    | Part Time   |
| Chief Executive Office              | 5.5           | 5            | 0.5         |
| Corporate Services                  | 37.4          | 29           | 8.4         |
| Development and Community Services  | 83.6          | 41.5         | 42.1        |
| Infrastructure and Leisure Services | 92.6          | 82           | 10.6        |
| Bushfire recovery                   | 12.5          | 10           | 2.5         |
| <b>Total staff</b>                  | <b>231.6</b>  | <b>167.5</b> | <b>64.1</b> |

The most significant movements in employee costs by service unit are summarised below:

| Department                          | Service Unit               | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------|----------------------------|-----------------------------------------|-----------------------------|--------------------|
|                                     |                            |                                         |                             |                    |
| Chief Executive Office              | Business Improvement       | 0                                       | 96                          | 96                 |
| Corporate Services                  | Major Contracts            | 56                                      | 117                         | 61                 |
|                                     | Governance                 | 177                                     | 227                         | 50                 |
|                                     | Local Laws                 | 565                                     | 627                         | 62                 |
| Development and Community Services  | Statutory Planning         | 743                                     | 836                         | 93                 |
|                                     | Council Home Care Services | 1,423                                   | 1,170                       | (253)              |
| Infrastructure and Leisure Services | Bluewater Leisure Centre   | 1,064                                   | 1,157                       | 93                 |
| Bushfire recovery                   | Bushfire Recovery          | 464                                     | 1,181                       | 717                |

#### **10.3.2 Materials and services (\$0.88 million decrease)**

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 4.9% or \$0.88 million compared to 2015/16.

In formulating its 2016/17 Budget Council has been very aware of the need to contain costs and has dedicated significant effort into identifying and implementing business improvements and cost saving measures whilst maintaining service levels. Cost savings have been identified across many areas of Council's operation. The major savings include:

- A reduction of \$0.33 million in consultant expenditure relating to Small Town Improvement Program projects, as projects from previous years are completed.
- Council's valuation contract expenses decrease by \$0.20 million, due to 2016/17 not being a full rates valuation year and the cost savings resulting from the renegotiation of the valuation contract services.
- A reduction in \$0.20 million in contractors for environmental projects as the sustainability project draws to near completion.
- The use of planning contractors reduces by \$0.16 million as vacant staff positions are filled.
- A reduction of \$0.15 million in heavy plant and light fleet operating expenditure due to largely to savings in fuel use arising from a reduction in the number of plant items, coupled with the replacement of fleet and plant items with more efficient vehicle types.
- A reduction of \$0.07 million in recruitment costs forecast as vacant positions become filled.

#### **10.3.3 Bad and doubtful debts (\$nil movement)**

There is no anticipated movement in the bad and doubtful debts Budget for 2016/17.

#### **10.3.4 Depreciation and amortisation (\$0.90 million increase)**

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.90 million for 2016/17 is due mainly to the completion of the 2016/17 capital works program and the full year effect of depreciation on the 2015/16 capital works program which includes the completion of the Bluewater redevelopment and dredge at the Port of Apollo Bay. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

Also note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required.

#### **10.3.5 Borrowing costs (\$0.04 million decrease)**

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The 11.5% reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements.

#### **10.3.6 Other expenses (\$0.06 million decrease)**

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Other expenses are forecast to decrease by 4.9% or \$0.06 million compared to 2015/16. There are a number of smaller reductions included in this amount, including a reduction in anticipated Youth Programs (\$0.02 million), as the FReeZa program is handed over to local health services, and a reduction in miscellaneous expenditure on kindergartens (\$0.02 million).

#### **10.3.7 Asset Write off/Impairment (\$1.0 million decrease)**

Council made an allowance in 15/16 of \$1.0 million to cover asset impairment and write off arising from damaged assets from the Wye River and Separation Creek bushfire, this is expected to be a one-off adjustment.



## 11. Analysis of Budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

### 11.1 Budgeted cash flow statement

|                                                                   | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| <b>Cash flows from operating activities</b>                       | 11.1.1 |                                         |                             |                    |
| <i>Receipts</i>                                                   |        |                                         |                             |                    |
| Rates and charges                                                 |        | 27,987                                  | 28,744                      | 757                |
| User fees and fines                                               |        | 5,948                                   | 5,641                       | (307)              |
| Grants - operating                                                |        | 9,431                                   | 11,211                      | 1,780              |
| Grants - capital                                                  |        | 6,834                                   | 7,858                       | 1,024              |
| Interest                                                          |        | 369                                     | 420                         | 51                 |
| Other receipts                                                    |        | 937                                     | 659                         | (278)              |
|                                                                   |        | <b>51,506</b>                           | <b>54,533</b>               | <b>3,027</b>       |
| <i>Payments</i>                                                   |        |                                         |                             |                    |
| Employee costs                                                    |        | (17,857)                                | (19,340)                    | (1,483)            |
| Other payments                                                    |        | (20,800)                                | (18,526)                    | 2,274              |
|                                                                   |        | <b>(38,657)</b>                         | <b>(37,867)</b>             | <b>790</b>         |
| <b>Net cash provided by operating activities</b>                  |        | <b>12,849</b>                           | <b>16,666</b>               | <b>3,817</b>       |
| <b>Cash flows from investing activities</b>                       | 11.1.2 |                                         |                             |                    |
| Payments for property, infrastructure, plant & equip.             |        | (16,647)                                | (18,895)                    | (2,248)            |
| Proceeds from sale of property, infrastructure, plant & equipment |        | 427                                     | 269                         | (158)              |
| Payments for investments                                          |        | 0                                       | 0                           | 0                  |
| Proceeds from investments                                         |        | 0                                       | 0                           | 0                  |
| Loans and advances made                                           |        | 0                                       | 0                           | 0                  |
| Repayments of loans and advances                                  |        | 0                                       | 0                           | 0                  |
| <b>Net cash used in investing activities</b>                      |        | <b>(16,220)</b>                         | <b>(18,626)</b>             | <b>(2,406)</b>     |
| <b>Cash flows from financing activities</b>                       | 11.1.3 |                                         |                             |                    |
| Finance costs                                                     |        | (326)                                   | (289)                       | 37                 |
| Proceeds from borrowings                                          |        | 0                                       | 0                           | 0                  |
| Repayment of borrowings                                           |        | (593)                                   | (799)                       | (206)              |
| <b>Net cash used in financing activities</b>                      |        | <b>(919)</b>                            | <b>(1,088)</b>              | <b>(169)</b>       |
| <b>Net decrease in cash and cash equivalents</b>                  |        | <b>(4,290)</b>                          | <b>(3,048)</b>              | <b>1,242</b>       |
| Cash and cash equivalents at the beginning of the year            |        | 15,696                                  | 11,406                      | (4,290)            |
| <b>Cash and cash equivalents at end of the year</b>               | 11.1.4 | <b>11,406</b>                           | <b>8,358</b>                | <b>(3,048)</b>     |

#### 11.1.1 Operating activities (\$3.82 million increase)

The increase in cash inflows from operating activities is due mainly to a \$1.02 million increase in capital grants to fund the capital works program and a \$1.78 million increase in operating grants, much of which relates to the receipt of a full year's Victoria Grants Commission allocation, along with rates and charges increase of \$0.75 million.

The net cash flows from operating activities varies from the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The Budgeted operating result is reconciled to Budgeted cash flows available from operating activities as set out in the following table.

|                                                                        | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|------------------------------------------------------------------------|-----------------------------------------|-----------------------------|--------------------|
| <b>Surplus (deficit) for the year</b>                                  | <b>2,823</b>                            | <b>6,024</b>                | <b>3,201</b>       |
| Depreciation                                                           | 9,338                                   | 10,237                      | 899                |
| Loss (gain) on disposal of property, infrastructure, plant & equipment | (83)                                    | (83)                        | 0                  |
| Finance costs                                                          | 326                                     | 289                         | (37)               |
| Net movement in current assets and liabilities                         | 445                                     | 199                         | (246)              |
| <b>Cash flows available from operating activities</b>                  | <b>12,849</b>                           | <b>16,666</b>               | <b>3,817</b>       |

#### 11.1.2 Investing activities (\$2.41 million decrease)

The increase in payments for investing activities represents the planned increase in capital works expenditure disclosed in section 12 of this Budget report.

#### 11.1.3 Financing activities (\$0.17 million decrease)

Financing costs will decrease \$0.04 million. This is due to an increase in loan repayments of \$0.21 million (mainly due to a one-off early loan repayment of \$0.17 million).

#### 11.1.4 Cash and cash equivalents at end of the year (\$3.05 million decrease)

Overall, total cash and investments is forecast to decrease by \$3.05 million to \$8.36 million as at 30 June 2017, reflecting Council's Budget strategy of using excess cash and investments to enhance existing and create new infrastructure.

### 11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The Budgeted cash flow statement above indicates that Council is estimating at 30 June 2017 it will have cash and investments of \$8.36 million, which has been restricted as shown in the following table.

|                                                              |        | Forecast<br>Actual<br>2016<br>\$'000 | Budget<br>2017<br>\$'000 | Variance<br>\$'000 |
|--------------------------------------------------------------|--------|--------------------------------------|--------------------------|--------------------|
| <b>Total cash and investments</b>                            |        | <b>11,406</b>                        | <b>8,358</b>             | <b>(3,048)</b>     |
| Restricted cash and investments                              |        |                                      |                          |                    |
| - Statutory reserves                                         | 11.2.1 | (641)                                | (556)                    | 85                 |
| - Cash held to carry forward capital works                   | 11.2.2 | 2,658                                | 0                        | (2,658)            |
| - Trust funds and deposits                                   |        | (336)                                | (336)                    | 0                  |
| <b>Unrestricted cash and investments</b>                     |        | <b>13,087</b>                        | <b>7,466</b>             | <b>(5,621)</b>     |
| - Discretionary reserves                                     | 11.2.4 | (7,628)                              | (7,471)                  | 157                |
| <b>Unrestricted cash adjusted for discretionary reserves</b> | 11.2.5 | <b>5,459</b>                         | <b>(5)</b>               | <b>(5,464)</b>     |

**11.2.1 Statutory reserves (\$0.556 million)**

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

**11.2.2 Cash held to fund carry forward capital works**

There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works Budget in the 2016/17 financial year will be fully completed. An amount of \$2.66 million is forecast to be held at 30 June 2016 to fund capital works Budgeted but not completed in the 2015/16 financial year. Section 6.2 contains further details on capital works funding.

**11.2.3 Unrestricted cash and investments (\$7.47 million)**

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

**11.2.4 Discretionary reserves (\$7.47 million)**

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

**11.2.5 Unrestricted cash adjusted for discretionary reserves (Nil movement)**

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any Budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

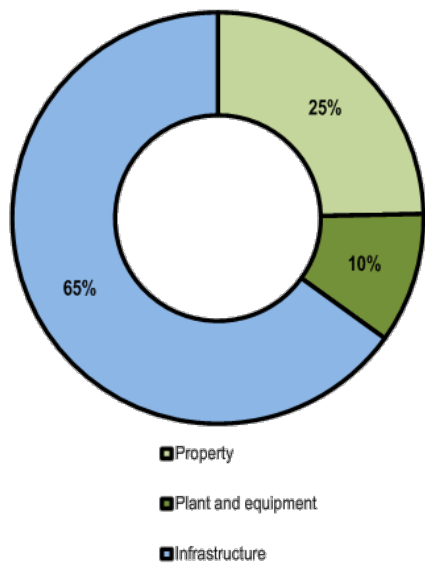
## 12. Analysis of capital Budget

This section analyses the planned capital expenditure Budget for the 2016/17 year and the sources of funding for the capital Budget.

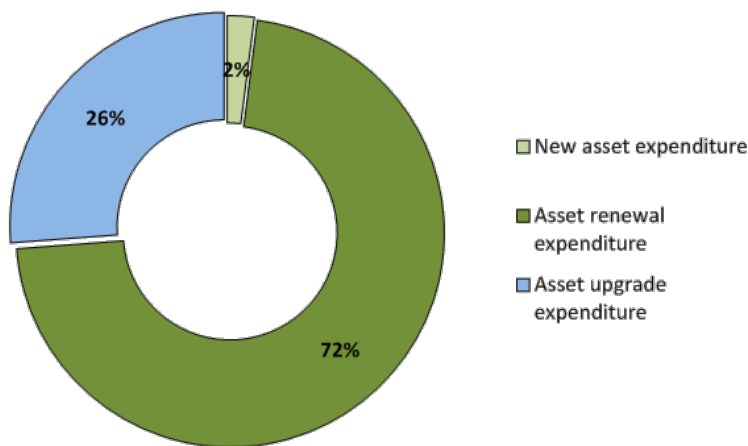
### 12.1 Capital works

| Capital Works Areas                    | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|----------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| <b>Works carried forward</b>           | 12.1.1 |                                         |                             |                    |
| <b>Property</b>                        |        |                                         |                             |                    |
| Buildings                              |        | 1,858                                   | 1,559                       | (299)              |
| <b>Total buildings</b>                 |        | 1,858                                   | 1,559                       | (299)              |
| <b>Total property</b>                  |        | 1,858                                   | 1,559                       | (299)              |
| <b>Plant and equipment</b>             |        |                                         |                             |                    |
| Fixtures, fittings and furniture       |        | 0                                       | 243                         | 243                |
| Computers and telecommunications       |        | 50                                      | 0                           | (50)               |
| <b>Total plant and equipment</b>       |        | 50                                      | 243                         | 193                |
| <b>Infrastructure</b>                  |        |                                         |                             |                    |
| Roads                                  |        | 425                                     | 408                         | (17)               |
| Bridges                                |        | 660                                     | 0                           | (660)              |
| Footpaths and cycleways                |        | 0                                       | 400                         | 400                |
| Other infrastructure                   |        | 129                                     | 0                           | (129)              |
| <b>Total infrastructure</b>            |        | 1,214                                   | 856                         | (358)              |
| <b>Total works carried forward</b>     |        | 3,122                                   | 2,658                       | (464)              |
| <b>New works</b>                       |        |                                         |                             |                    |
| <b>Property</b>                        | 12.1.2 |                                         |                             |                    |
| Land improvements                      |        | 25                                      | 0                           | (25)               |
| <b>Total land</b>                      |        | 25                                      | 0                           | (25)               |
| Buildings                              |        | 2,132                                   | 2,957                       | 825                |
| <b>Total buildings</b>                 |        | 2,132                                   | 2,957                       | 825                |
| <b>Total property</b>                  |        | 2,157                                   | 2,957                       | 800                |
| <b>Plant and equipment</b>             | 12.1.3 |                                         |                             |                    |
| Plant, machinery and equipment         |        | 1,458                                   | 1,142                       | (316)              |
| Fixtures, fittings and furniture       |        | 504                                     | 227                         | (277)              |
| Computers and telecommunications       |        | 331                                     | 265                         | (66)               |
| <b>Total plant and equipment</b>       |        | 2,293                                   | 1,634                       | (659)              |
| <b>Infrastructure</b>                  | 12.1.4 |                                         |                             |                    |
| Roads                                  |        | 5,827                                   | 8,711                       | 2,884              |
| Bridges                                |        | 250                                     | 250                         | 0                  |
| Footpaths and cycleways                |        | 607                                     | 1,125                       | 518                |
| Drainage                               |        | 150                                     | 450                         | 300                |
| Recreational, leisure and community    |        | 491                                     | 302                         | (189)              |
| Parks, open space and streetscapes     |        | 1,100                                   | 210                         | (890)              |
| Off street car parks                   |        | 112                                     | 0                           | (112)              |
| Other infrastructure                   |        | 194                                     | 0                           | (194)              |
| <b>Total infrastructure</b>            |        | 8,731                                   | 11,048                      | 2,317              |
| <b>Total new works</b>                 |        | 13,181                                  | 15,639                      | 2,458              |
| <b>Total capital works expenditure</b> |        | 16,303                                  | 18,297                      | 1,994              |
| <b>Represented by:</b>                 |        |                                         |                             |                    |
| New asset expenditure                  | 12.1.5 | 2,047                                   | 370                         | (1,677)            |
| Asset renewal expenditure              | 12.1.5 | 10,956                                  | 13,135                      | 2,179              |
| Asset upgrade expenditure              | 12.1.5 | 3,300                                   | 4,792                       | 1,492              |
| <b>Total capital works expenditure</b> |        | 16,303                                  | 18,297                      | 1,994              |

Budgeted capital works 2016/17



Budgeted capital works 2016/17



Source: Section 3. A more detailed listing of capital works is included in Section 6.



**12.1.1 Carried forward works (\$2.66 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/16 year it is forecast that \$2.66 million of capital works will be incomplete and be carried forward into the 2016/17 year. The more significant projects include the CBD and Entrances project (\$0.40 million), Sealed Road Reconstructions (\$0.30 million) and the Road Improvement Programme (\$0.11 million).

**12.1.2 Property (\$4.52 million)**

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2016/17 year, \$4.52 million will be expended on building and building improvement projects. Significant projects include Colac Central Reserve redevelopment (\$2.81 million).

**12.1.3 Plant and equipment (\$1.88 million)**

Plant and equipment includes plant, machinery and equipment, computers and telecommunications.

For the 2016/17 year, \$1.88 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.14 million), and upgrade and replacement of information technology (\$0.02 million).

**12.1.4 Infrastructure (\$11.90 million)**

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For the 2016/17 year, \$9.12 million will be expended on road projects. The more significant projects include local road reconstructions (\$3.19 million), reconstruction of bushfire damaged infrastructure (\$2.30 million), road resheeting (\$1.40 million), road sealing (\$0.90 million), and major patching (\$0.30 million).

\$1.53 million will be expended on footpath & cycleway projects. Included in this there will be \$0.98 million spent on Colac CBD footpaths, with \$0.29 spent on extending Council's footpath network and a further \$0.23 on renewing existing footpaths.

\$0.45 million will be expended on drainage with \$0.30 million Budgeted for stormwater asset upgrades and \$0.15 million Budgeted for renewal of the existing drainage network.

Other infrastructure expenditure includes \$0.25 million on bridges, \$0.04 million on footpaths and cycleways, \$0.30 million on recreational, leisure and community facilities, \$0.08 million on car parks and \$0.11 million on other infrastructure.

**12.1.5 Asset renewal (\$13.14 million), new assets (\$0.37 million) and upgrade (\$4.79 million)**

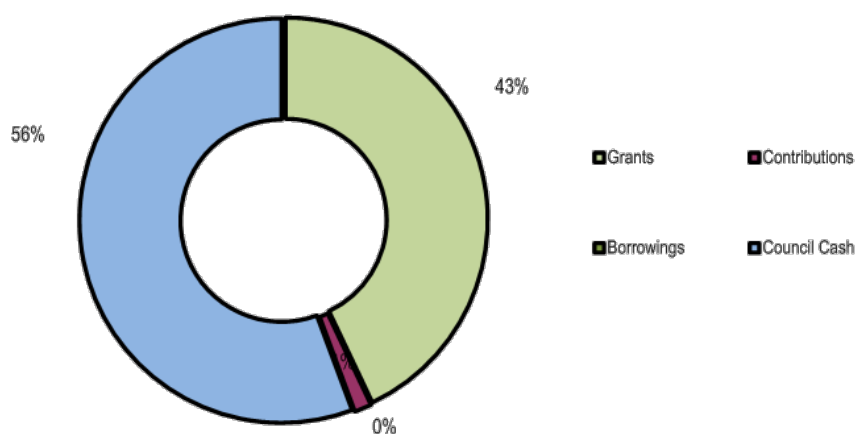
A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability, whilst upgrade expenditure extends the service capacity of that asset. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

In Budgeting to spend \$13.14 million on renewal Council is anticipating to renew its assets at a level greater than which it is consuming them, as measured by Council's depreciation charge of \$10.24 million. This provides Council with a renewal ratio of 128.27% indicating that Council is providing for current and future service capacity in its asset base.

## 12.2 Funding sources

| Sources of funding                  | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| <b>Works carried forward</b>        |        |                                         |                             |                    |
| <b>Current year funding</b>         |        |                                         |                             |                    |
| - reserve cash and investments      |        | 1,375                                   | 2,658                       | 1,283              |
| - unrestricted cash and investments |        | 1,747                                   | 0                           | (1,747)            |
| <b>Total works carried forward</b>  | 12.2.1 | <b>3,122</b>                            | <b>2,658</b>                | <b>(464)</b>       |
| <b>New works</b>                    |        |                                         |                             |                    |
| <b>Current year funding</b>         |        |                                         |                             |                    |
| Grants                              | 12.2.2 | 6,834                                   | 7,858                       | 1,024              |
| Contributions                       |        | 91                                      | 252                         | 161                |
| Borrowings                          |        | 0                                       | 0                           | 0                  |
| Council cash                        |        |                                         |                             |                    |
| - operations                        | 12.2.3 | 5,829                                   | 6,337                       | 508                |
| - proceeds on sale of assets        | 12.2.4 | 427                                     | 269                         | (158)              |
| - reserve cash and investments      | 12.2.5 | 0                                       | 923                         | 923                |
| - unrestricted cash and investments |        | 0                                       | 0                           | 0                  |
| <b>Total new works</b>              |        | <b>13,181</b>                           | <b>15,639</b>               | <b>2,458</b>       |
| <b>Total funding sources</b>        |        | <b>16,303</b>                           | <b>18,297</b>               | <b>1,994</b>       |

Budgeted total funding sources 2016/17



Source: Section 6

**12.2.1 Carried forward works (\$2.66 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/16 year it is forecast that \$2.66 million of capital works will be incomplete and be carried forward into the 2016/17 year. The more significant projects include the CBD and Entrances project (\$0.40 million), Sealed Road Reconstructions (\$0.30 million) and the Road Improvement Programme (\$0.11 million).

**12.2.2 Grants - Capital (\$7.86 million)**

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are Budgeted to be received for the Roads to Recovery program (\$2.88 million), Bushfire Recovery replacement of infrastructure (\$2.30 million), and Colac Central Reserve redevelopment (\$2.28 million).

**12.2.3 Council cash - operations (\$6.33 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$6.33 million will be generated from operations to fund the 2016/17 capital works program.

**12.2.4 Council cash - proceeds from sale of assets (\$0.27 million)**

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet and heavy plant renewal policy of \$0.27 million.

**12.2.5 Reserve cash - reserve cash and investments (\$0.92 million)**

Council has set aside specific cash reserves to assist with funding future capital projects. For the 2016/17 Budget Council will transfer \$2.66 million from the carried forward projects reserve to fund all capital works which has been carried forward from 2015/16. Additional to this \$0.92 million of new capital expenditure will be funded from reserves in 2016/17. This includes \$0.87 million of heavy plant and fleet purchases which will be funded from the Plant Replacement Reserve, and a further \$0.05 million sourced from the Recreational Lands Reserve to fund developments at the Birregurra Tennis Courts.



### 13. Analysis of Budgeted Financial position

This section analyses the movements in assets, liabilities and equity between 2015/16 and 2016/17. It also considers a number of key financial performance indicators.

#### 13.1 Budgeted balance sheet

|                                               | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-----------------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| <b>Current assets</b>                         | 13.1.1 |                                         |                             |                    |
| Cash and cash equivalents                     |        | 11,406                                  | 8,358                       | (3,048)            |
| Trade and other receivables                   |        | 2,675                                   | 2,200                       | (475)              |
| Financial assets                              |        | 0                                       | 0                           | 0                  |
| Other assets                                  |        | 147                                     | 147                         | 0                  |
| <b>Total current assets</b>                   |        | <b>14,228</b>                           | <b>10,705</b>               | <b>(3,523)</b>     |
| <b>Non-current assets</b>                     | 13.1.1 |                                         |                             |                    |
| Trade and other receivables                   |        | 0                                       | 0                           | 0                  |
| Investments in associates and joint ventures  |        | 274                                     | 274                         | 0                  |
| Property, infrastructure, plant and equipment |        | 294,909                                 | 303,887                     | 8,978              |
| Intangible assets                             |        | 132                                     | 132                         | 0                  |
| <b>Total non-current assets</b>               |        | <b>295,315</b>                          | <b>304,293</b>              | <b>8,978</b>       |
| <b>Total assets</b>                           |        | <b>309,543</b>                          | <b>314,998</b>              | <b>5,455</b>       |
| <b>Current liabilities</b>                    | 13.1.2 |                                         |                             |                    |
| Trade and other payables                      |        | 1,700                                   | 1,752                       | (52)               |
| Trust funds and deposits                      |        | 336                                     | 336                         | 0                  |
| Provisions                                    |        | 4,640                                   | 4,733                       | (93)               |
| Interest-bearing loans and borrowings         |        | 636                                     | 604                         | 32                 |
| <b>Total current liabilities</b>              |        | <b>7,312</b>                            | <b>7,425</b>                | <b>(113)</b>       |
| <b>Non-current liabilities</b>                | 13.1.2 |                                         |                             |                    |
| Provisions                                    |        | 4,243                                   | 4,328                       | (85)               |
| Interest-bearing loans and borrowings         |        | 4,137                                   | 3,370                       | 767                |
| <b>Total non-current liabilities</b>          |        | <b>8,380</b>                            | <b>7,698</b>                | <b>682</b>         |
| <b>Total liabilities</b>                      |        | <b>15,692</b>                           | <b>15,123</b>               | <b>569</b>         |
| <b>Net assets</b>                             |        | <b>293,851</b>                          | <b>299,875</b>              | <b>6,024</b>       |
| <b>Equity</b>                                 | 13.1.4 |                                         |                             |                    |
| Accumulated surplus                           |        | 131,580                                 | 142,216                     | 10,636             |
| Reserves                                      |        | 162,271                                 | 157,659                     | (4,612)            |
| <b>Total equity</b>                           |        | <b>293,851</b>                          | <b>299,875</b>              | <b>6,024</b>       |

Source: Section 3

### 13.1.1 Current Assets (\$3.52 million decrease) and Non-Current Assets (\$8.98 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$3.05 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the Budget year.

Other assets relates to inventories or stocks held for sale or consumption in Council's services in the next 12 months. Inventory levels held by Council are relatively insignificant and are anticipated to remain stable over the Budget year.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, bridges and other infrastructure which has been built up by Council over many years.

### 13.1.2 Current Liabilities (\$0.11 million increase) and Non Current Liabilities (\$0.68 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are Budgeted to increase slightly over 2015/16 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These provisions are Budgeted to increase slightly over the Budget year.

Interest-bearing loans and borrowings are borrowings of Council. The Council is Budgeting to repay loan principal of \$0.80 million over the year (including an additional one-off loan repayment of \$171k).

### 13.1.3 Working Capital (\$3.64 million decrease)

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

|                                                 | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------------------|-----------------------------------------|-----------------------------|--------------------|
| <b>Current assets</b>                           | 14,228                                  | 10,705                      | (3,523)            |
| <b>Current liabilities</b>                      | 7,312                                   | 7,425                       | 113                |
| <b>Working capital</b>                          | 6,916                                   | 3,280                       | (3,636)            |
| Restricted cash and investment current assets   |                                         |                             |                    |
| - Statutory reserves                            | (641)                                   | (556)                       | 85                 |
| - Cash used to fund carry forward capital works | (1,439)                                 | 0                           | 1,439              |
| - Trust funds and deposits                      | (336)                                   | (336)                       | 0                  |
| <b>Unrestricted working capital</b>             | <b>4,836</b>                            | <b>2,724</b>                | <b>(2,112)</b>     |

#### **13.1.4 Equity (\$6.02 million increase)**

Total equity (net assets) and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$6.02 million results directly from the operating surplus for the year, less net transfers to other reserves.

#### **13.2 Key assumptions**

In preparing the Budgeted Balance Sheet for the year ending 30 June 2017 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 95% of total rates and charges raised will be collected in the 2016/17 year (2015/16: 95% forecast actual);
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days;
- Other debtors and creditors to remain consistent with 2015/16 levels;
- Employee entitlements to be increased by the Collective Agreement outcome offset by the impact of more active management of leave entitlements of staff;
- Repayment of loan principal to be \$0.8 million (including one-off repayment of \$171k); and
- Total capital expenditure to be \$18.30 million.

## **Long Term Strategies**

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

## 14. Strategic resource plan

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

### 14.1 Plan development

The Act requires a Strategic Resource Plan (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared an SRP for the four years 2016/17 to 2019/20 as part of its ongoing financial planning to assist in adopting a Budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels on a 'business as usual basis';
- Include only known streams;
- Maintain a capital renewal program at least in line with depreciation; and
- Achieve a balanced Budget on a cash basis, including the use of reserve transfers.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities;
- Provide reasonable stability in the level of rate burden;
- Consider the financial effects of Council decisions on future generations; and
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

### 14.2 Financial resources

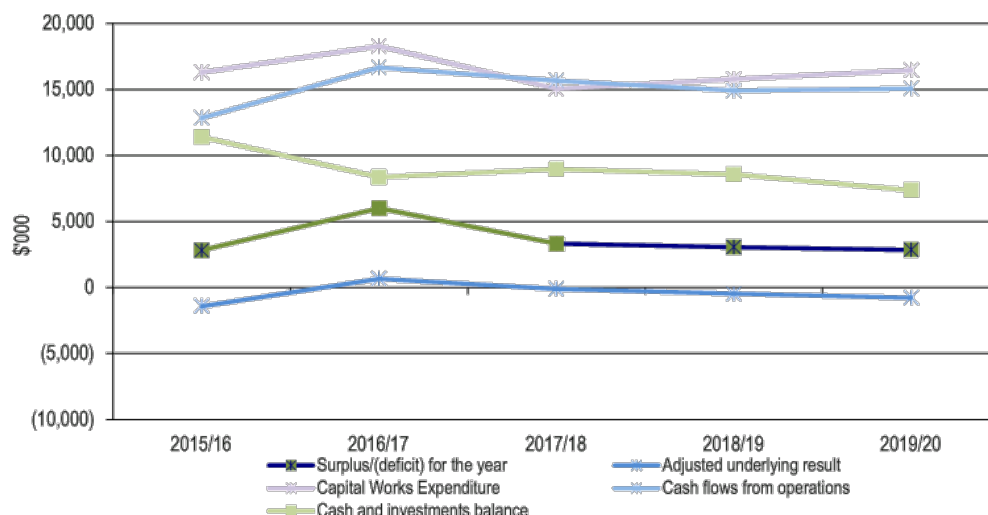
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

|                                | Forecast | Budget  | Strategic Resource Plan |         |         | Trend |
|--------------------------------|----------|---------|-------------------------|---------|---------|-------|
| Indicator                      | Actual   |         | Projections             |         |         |       |
|                                | 2015/16  | 2016/17 | 2017/18                 | 2018/19 | 2019/20 | +/-   |
|                                | \$'000   | \$'000  | \$'000                  | \$'000  | \$'000  |       |
| Surplus/(deficit) for the year | 2,823    | 6,024   | 3,333                   | 3,063   | 2,861   | -     |
| Adjusted underlying result     | (1,412)  | 671     | (103)                   | (465)   | (762)   | -     |
| Cash and investments balance   | 11,406   | 8,358   | 8,961                   | 8,573   | 7,370   | -     |
| Cash flows from operations     | 12,849   | 16,666  | 15,679                  | 14,915  | 15,070  | o     |
| Capital works expenditure      | 16,303   | 18,297  | 15,045                  | 15,795  | 16,460  | o     |

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

The following graph shows the general financial indicators over the four year period.



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 11)** - Cash and investments are forecast to remain stable.
- **Rating levels (Section 15)** - Modest rate increases are forecast over the four years at an average of 2.5%. All rate increases over the life of the SRP will be in line with future expectation of the rating cap under the Fair Go Rating legislation.
- **Service delivery strategy (Section 16)** - Service levels have been maintained over the four year period with operating expenditure on a 'business as usual' basis. Whilst it is possible that Council's service review and business improvement programs will identify efficiencies in future years these efficiencies have not been factored into the Budget forward projections. Likewise Council has projected income where it is guaranteed only. It is possible that Council will indeed obtain other sources of income over these years - this is especially so in grant funding, where Council is highly proactive in identifying and sourcing funding streams.

Despite this, Council continues to anticipate operating surpluses, reducing over the period. Council's underlying result however continues the downward trend over the four years, with relatively modest deficits being projected, improving on forecasts from this time last year.

However as previously mentioned, when removing the included \$0.80 million of depreciation from the Port of Apollo Bay, the Budget balances/returns to surplus for the forecast SRP period's.

- **Borrowing strategy (Section 16)** - Borrowings are forecast to reduce from \$3.97 million to \$2.01 million over the four year period. There are no new borrowings forecast over the period.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$65.60 million at an average of \$16.40 million. Council will maintain at least a 100% renewal ratio in each year of the period.



## 15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

### 15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for greater than 50% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other similar sized councils. The following table shows a comparison of the last five years and the average rates per capita for the 2015/16 year.

| Colac Otway                       |                |
|-----------------------------------|----------------|
| Year                              | Shire          |
| 2011/12                           | 5.7%           |
| 2012/13                           | 6.8%           |
| 2013/14                           | 6.3%           |
| 2014/15                           | 5.1%           |
| 2015/16                           | 4.9%           |
| <b>Average increase</b>           | <b>5.8%</b>    |
| <b>Average per capita 2015/16</b> | <b>\$1,365</b> |

### 15.2 Future rate increases

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2016.

| Year    | General<br>Rate<br>Increase<br>% | Municipal<br>Charge<br>Increase<br>\$'000 | Waste<br>Charge<br>Increase<br>\$'000 | Total<br>Rates<br>Collected<br>\$'000 |
|---------|----------------------------------|-------------------------------------------|---------------------------------------|---------------------------------------|
| 2015/16 | 4.9%                             | 104                                       | 130                                   | 27,987                                |
| 2016/17 | 2.5%                             | 63                                        | 68                                    | 28,744                                |
| 2017/18 | 2.5%                             | 65                                        | 69                                    | 29,451                                |
| 2018/19 | 2.5%                             | 66                                        | 71                                    | 30,176                                |
| 2019/20 | 2.5%                             | 68                                        | 73                                    | 30,918                                |

### 15.3 Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, form the central basis of rating under the *Local Government Act 1989*
- A user pays component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of other administrative costs of the Council

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes further distinctions within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential, farming or commercial purposes. This distinction is based on the concept that business or farm should pay a fair and equitable contribution to rates taking into account the benefits those properties derive from and provide to the local community. An distinction is also made as to location of property, that is whether the property is located within the Colac urban area or within the balance of the Shire. This distinction is based upon an equitable distribution of property values.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every four years.

The existing rating structure comprises six differential rates (residential Colac, commercial/industrial Colac, residential balance of shire, commercial/industrial balance of shire, rural farm and holiday rental). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Council also levies a municipal charge, a kerbside collection charge as allowed under the Act.

The rating differentials set by Council are:

| Category                               | Differential<br>% |
|----------------------------------------|-------------------|
| Residential Colac                      | 100%              |
| Commercial/Industrial Colac            | 165%              |
| Residential Balance of Shire           | 85%               |
| Commercial/Industrial Balance of Shire | 140%              |
| Rural Farm                             | 79%               |
| Holiday Rental                         | 100%              |

The following table summarises the rates to be determined for the 2016/17 year. A more detailed analysis of the rates to be raised is contained in Section 7 "Statutory Disclosures".

| Rate type                              | How applied  | 2015/16  | 2016/17  | Total<br>Raised <sup>1</sup> | Change |
|----------------------------------------|--------------|----------|----------|------------------------------|--------|
| Residential Colac                      | Cents/\$ CIV | 0.004513 | 0.004370 | 6,242,423                    | 6.2%   |
| Commercial/Industrial Colac            | Cents/\$ CIV | 0.007446 | 0.007210 | 1,987,314                    | -3.2%  |
| Residential Balance of Shire           | Cents/\$ CIV | 0.003836 | 0.003714 | 7,222,620                    | 1.9%   |
| Commercial/Industrial Balance of Shire | Cents/\$ CIV | 0.006318 | 0.006118 | 1,030,730                    | -3.8%  |
| Rural Farm                             | Cents/\$ CIV | 0.003565 | 0.003452 | 5,769,935                    | 3.3%   |
| Holiday Rental                         | Cents/\$ CIV | 0.004513 | 0.004370 | 1,015,042                    | -1.2%  |
| Municipal charge                       | \$/ property | 178.00   | 182.45   | 2,589,330                    | 2.5%   |
| Tirrengower Drainage Scheme            | \$/ Hectare  | 2.50     | 2.50     | 21,063                       | 0.0%   |
| Kerbside collection charge weekly      | \$/ property | 285.00   | 292.00   | 2,784,220                    | 2.5%   |
| Kerbside collection charge fortnightly | \$/ property | 189.00   | 194.00   | 29,488                       | 2.5%   |

<sup>1</sup>\* Note the above does not include annualised supplementary rates

Council has adopted a formal *Rating Strategy* that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.



#### **15.4 General revaluation of properties**

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2016 for the 2016/17 year. The outcome of the general revaluation has been an overall increase in property valuations throughout the municipality, with some significant relativity changes between the varying property classes as measured by rating differential. Overall, property valuations across the municipal district have increased by 6.16%.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations by rating differential, together with the average rating changes between the 2015/16 and 2016/17 years for each differential based on an overall 2.5% average rate increase.

| <b>Suburb</b>                             | <b>Valuation<br/>Change<br/>(Decrease)</b> | <b>Rating<br/>Change<br/>(Decrease)</b> |
|-------------------------------------------|--------------------------------------------|-----------------------------------------|
| Residential Colac                         | 9.6%                                       | 6.2%                                    |
| Residential Balance of Shire              | 5.3%                                       | 1.9%                                    |
| Rural Farm                                | 6.7%                                       | 3.3%                                    |
| Holiday Rental                            | 2.1%                                       | -1.2%                                   |
| Commercial/Industrial Colac               | -0.1%                                      | -3.2%                                   |
| Commercial/Industrial Balance of<br>Shire | -0.7%                                      | -3.8%                                   |
| <b>Overall</b>                            | <b>6.2%</b>                                | <b>2.5%</b>                             |

In view of the outcomes of the general revaluation of all properties within the Council's municipal district during the 2015/16 year, Council has chosen not to make any changes to the existing rate differential. In aggregate, total rates and charges will increase by 2.5% compared to 2015/16. This will be achieved by reducing the rate in the dollar to offset the increase in property valuations across the municipal district following the general revaluation.

## 16. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

### 16.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 14), borrowings was identified as one of the potential funding sources for capital works programs. In the past, Council has borrowed strongly to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs.

Council is cognisant of the limited sources of own generated income it is able to raise to cover loan servicing and has therefore decided at this stage not to undertake any borrowings over the life of the SRP to fund capital expenditure. This means Council will be reliant upon utilising cash reserves and pursuing grant funding opportunities to fund significant future capital programs.

For the 2016/17 year, in line with the SRP, Council has decided not take out any new borrowings to fund the capital works program and therefore, after making loan repayments of \$0.80 million, will reduce its total borrowings to \$3.98 million as at 30 June 2017. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2016.

| Year    | New<br>Borrowings<br>\$'000 | Principal<br>Paid<br>\$'000 | Interest<br>Paid<br>\$'000 | Balance<br>30 June<br>\$'000 |
|---------|-----------------------------|-----------------------------|----------------------------|------------------------------|
| 2015/16 | 0                           | 593                         | 326                        | 4,773                        |
| 2016/17 | 0                           | 799                         | 289                        | 3,974                        |
| 2017/18 | 0                           | 604                         | 217                        | 3,370                        |
| 2018/19 | 0                           | 649                         | 181                        | 2,721                        |
| 2019/20 | 0                           | 711                         | 134                        | 2,010                        |

The table below shows information on borrowings specifically required by the Regulations.

|                                                       | 2015/16<br>\$ | 2016/17<br>\$ |
|-------------------------------------------------------|---------------|---------------|
| Total amount borrowed as at 30 June of the prior year | 5,366         | 4,773         |
| Total amount proposed to be borrowed                  | 0             | 0             |
| Total amount projected to be redeemed                 | (593)         | (799)         |
| Total amount of borrowings as at 30 June              | 4,773         | 3,974         |

## 16.2 Infrastructure

The Council has developed an Infrastructure Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

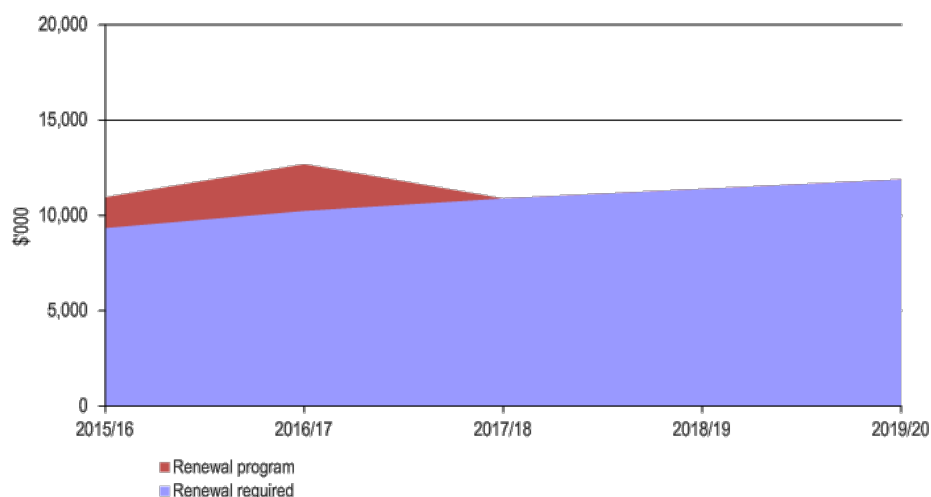
- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes.
- Identification of capital projects through the preparation of asset management plans.
- Prioritisation of capital projects within classes on the basis of evaluation criteria.
- Methodology for allocating annual funding to classes of capital projects.
- Business Case template for officers to document capital project submissions.

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

Council's in the enviable position of maintaining renewal expenditure at least in line with current depreciation levels.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.

It is important to note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required.



At present, Council been able to fully fund asset renewal requirements identified in the Infrastructure Strategy. Council has committed significant resources in previous years to eliminate the asset renewal backlog and this has involved the need to levy some relatively large rate increases in previous years to sufficiently fund asset renewal to eliminate the backlog and provide sufficient renewal annually. With the advent of rate capping Council will face severe pressure to maintain renewal funding in future years. Council has made very effective use of grant programs to renew its asset base in recent years and will continue to strongly assess and advocate for grant funding for asset renewal in future.

In updating the Infrastructure Strategy for the 2016/17 year, the following influences have had a significant impact:

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs;
- Availability of significant Federal funding for upgrade of roads;
- The enactment of the *Road Management Act 2004* removing the defence of non-feasance on major assets such as roads; and
- Funding under the Natural Disaster Relief and Recovery Arrangements to fund restoration works on assets damaged by the Christmas Day 2015 bushfires at Wye River and Separation Creek.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

| Year    | Summary of funding sources      |                  |                         |                        |                      |
|---------|---------------------------------|------------------|-------------------------|------------------------|----------------------|
|         | Total Capital Program<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| 2015/16 | 16,303                          | 6,834            | 91                      | 9,378                  | 0                    |
| 2016/17 | 18,297                          | 7,858            | 252                     | 10,187                 | 0                    |
| 2017/18 | 15,045                          | 4,636            | 0                       | 10,409                 | 0                    |
| 2018/19 | 15,795                          | 4,728            | 0                       | 11,067                 | 0                    |
| 2019/20 | 16,460                          | 4,823            | 0                       | 11,637                 | 0                    |

In addition to using cash generated from its annual operations and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

### 16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result within five to six years. The Rating Information (see Section 15) also refers to modest rate increases into the future. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure include the following:

|                         | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|-------------------------|---------|---------|---------|---------|
|                         | %       | %       | %       | %       |
| Consumer Price Index    | 2.5     | 2.5     | 2.5     | 2.5     |
| Average Weekly Earnings | 2.0     | 1.8     | 1.8     | 1.8     |
| Rate increases          | 2.5     | 2.5     | 2.5     | 2.5     |
| Property growth         | 0.5     | 0.5     | 0.5     | 0.5     |
| Wages growth            | 3.3     | 3.0     | 3.0     | 3.0     |
| Government funding      | 2.0     | 2.0     | 2.0     | 2.0     |
| Statutory fees          | 2.0     | 2.0     | 2.0     | 2.0     |
| Investment return       | 2.5     | 2.5     | 2.5     | 2.5     |

The service delivery outcomes measured in financial terms are shown in the following table.

| Year    | Surplus<br>(Deficit)<br>for the year<br>\$'000 | Adjusted<br>Underlying<br>Surplus<br>(Deficit)<br>\$'000 | Net<br>Service<br>(Cost)<br>\$'000 |
|---------|------------------------------------------------|----------------------------------------------------------|------------------------------------|
| 2015/16 | 2,823                                          | (1,024)                                                  | (42,100)                           |
| 2016/17 | 6,024                                          | 671                                                      | (42,794)                           |
| 2017/18 | 3,333                                          | (103)                                                    | (44,078)                           |
| 2018/19 | 3,063                                          | (465)                                                    | (45,108)                           |
| 2019/20 | 2,861                                          | (762)                                                    | (46,461)                           |

Service levels have been maintained over the four year period with operating expenditure on a 'business as usual' basis. Whilst it is possible that Council's service review and business improvement programs will identify efficiencies in future years these efficiencies have not been factored into the Budget forward projections. Likewise Council has projected income where it is guaranteed only. It is possible that Council will indeed obtain other sources of income over these years - this is especially so in grant funding, where Council is highly proactive in identifying and sourcing funding streams.

Despite this, Council continues to anticipate operating surpluses, albeit declining, over the period. Council's underlying result however continues to decline over the four years, with relatively modest deficits being projected. These factors highlight the importance to Council of sourcing recurrent grant funding and shows the effect rate capping has on Council, as it has precious few other sources of own controlled income.

Appendix A  
Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2016/17 year.

|                                             | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|---------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Bluewater Leisure Centre</b>             |                       |          |                            |                            |
| <b>Aquatic – Daily Charges</b>              |                       |          |                            |                            |
| <b>Combo Swim Spa Sauna Stadium (SSSS)</b>  |                       |          |                            |                            |
| Adult                                       | C                     | 10       | \$10.60                    | \$10.90                    |
| Concession                                  | C                     | 10       | \$8.60                     | \$9.00                     |
| <b>Pool or spa or steam room or stadium</b> |                       |          |                            |                            |
| Adult                                       | C                     | 10       | \$6.00                     | \$6.20                     |
| Child                                       | C                     | 10       | \$4.20                     | \$4.30                     |
| Competitor Entry                            | C                     | 10       | \$1.00                     | \$1.00                     |
| Concession                                  | C                     | 10       | \$5.00                     | \$5.10                     |
| Family                                      | C                     | 10       | \$18.30                    | \$18.90                    |
| Parent/Toddler                              | C                     | 10       | \$5.00                     | \$5.10                     |
| School Group                                | C                     | 10       | \$4.20                     | \$4.30                     |
| <b>Aqua Membership (Aquatics Only)</b>      |                       |          |                            |                            |
| <b>Adult</b>                                |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$515.00                   | \$532.00                   |
| Direct Debit                                | C                     | 10       | \$19.80                    | \$20.50                    |
| <b>Child</b>                                |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$360.00                   | \$372.00                   |
| Direct Debit                                | C                     | 10       | \$13.90                    | \$14.30                    |
| <b>Concession</b>                           |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$425.00                   | \$439.00                   |
| Direct Debit                                | C                     | 10       | \$16.30                    | \$16.90                    |
| <b>Family</b>                               |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$775.00                   | \$798.00                   |
| Direct Debit                                | C                     | 10       | \$29.70                    | \$30.70                    |
| <b>Crèche</b>                               |                       |          |                            |                            |
| <b>Member - BWFC</b>                        |                       |          |                            |                            |
| Child 1 hr (per hour)                       | C                     | 10       | \$5.00                     | \$5.30                     |
| Family 1 hr (per hour)                      | C                     | 10       | \$9.00                     | \$9.50                     |
| <b>Non-member - BWFC</b>                    |                       |          |                            |                            |
| Child 1 hr                                  | C                     | 10       | \$8.00                     | \$8.50                     |
| Family 1 hr                                 | C                     | 10       | \$14.40                    | \$15.20                    |
| <b>Health Club &amp; Group Fitness</b>      |                       |          |                            |                            |
| <b>Casual</b>                               |                       |          |                            |                            |
| Fitness Assessment (45 min)                 | C                     | 10       | \$52.00                    | \$53.00                    |
| <b>Casual Entry</b>                         |                       |          |                            |                            |
| Adult                                       | C                     | 10       | \$12.00                    | \$12.30                    |
| Concession                                  | C                     | 10       | \$9.90                     | \$10.10                    |
| Group entry (schools)                       | C                     | 10       | \$6.60                     | \$6.80                     |
| Senior Programs                             | C                     | 10       | \$6.60                     | \$6.80                     |
| <b>Personal Training</b>                    |                       |          |                            |                            |
| 1 session group training                    | C                     | 10       | \$70.00                    | \$72.00                    |
| 1 session personal training (45 min)        | C                     | 10       | \$52.00                    | \$53.00                    |
| 10 ticket group training                    | C                     | 10       | \$595.00                   | \$612.00                   |
| 10 ticket personal training                 | C                     | 10       | \$438.00                   | \$451.00                   |
| 5 ticket group training                     | C                     | 10       | \$315.00                   | \$324.00                   |
| 5 ticket personal training                  | C                     | 10       | \$235.00                   | \$239.00                   |
| <b>Platinum Membership (Full Centre)</b>    |                       |          |                            |                            |
| <b>Adult</b>                                |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$772.00                   | \$794.00                   |
| Direct Debit                                | C                     | 10       | \$29.70                    | \$30.50                    |

|                                          | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Concession</b>                        |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$637.00                   | \$655.00                   |
| Direct Debit                             | C                     | 10       | \$24.50                    | \$25.20                    |
| <b>Family</b>                            |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$1,158.00                 | \$1,190.00                 |
| Direct Debit                             | C                     | 10       | \$44.60                    | \$45.80                    |
| <b>Gold Membership (Gym Only)</b>        |                       |          |                            |                            |
| <b>Adult</b>                             |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$686.00                   | \$704.00                   |
| Direct Debit                             | C                     | 10       | \$26.40                    | \$27.10                    |
| <b>Concession</b>                        |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$566.00                   | \$580.00                   |
| Direct Debit                             | C                     | 10       | \$21.80                    | \$22.30                    |
| <b>Family</b>                            |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$1,030.00                 | \$1,055.00                 |
| Direct Debit                             | C                     | 10       | \$39.60                    | \$40.60                    |
| <b>Membership Fee</b>                    |                       |          |                            |                            |
| <b>Direct Debit Default Fee</b>          |                       |          |                            |                            |
| Direct Debit                             | C                     | 10       | \$5.00                     | \$0.00                     |
| <b>Direct Debit Joining Fee</b>          |                       |          |                            |                            |
| Adult                                    | C                     | 10       | \$46.00                    | \$47.00                    |
| Concession                               | C                     | 10       | \$38.00                    | \$38.00                    |
| Family                                   | C                     | 10       | \$69.00                    | \$70.00                    |
| <b>Multi pass</b>                        |                       |          |                            |                            |
| <b>Adult</b>                             |                       |          |                            |                            |
| 10 ticket platinum                       | C                     | 10       | \$108.00                   | \$111.00                   |
| 10 ticket aqua                           | C                     | 10       | \$54.00                    | \$55.80                    |
| 30 ticket platinum                       | C                     | 10       | \$306.00                   | \$314.00                   |
| 30 ticket aqua                           | C                     | 10       | \$153.00                   | \$158.00                   |
| <b>Concession</b>                        |                       |          |                            |                            |
| 10 ticket aqua                           | C                     | 10       | \$44.60                    | \$46.00                    |
| 10 ticket platinum                       | C                     | 10       | \$89.00                    | \$91.00                    |
| 30 ticket platinum                       | C                     | 10       | \$252.00                   | \$259.00                   |
| 30 ticket aqua                           | C                     | 10       | \$126.00                   | \$130.00                   |
| <b>Other Charges</b>                     |                       |          |                            |                            |
| <b>Casual Inflatable</b>                 |                       |          |                            |                            |
| Family Pass                              | C                     | 10       | \$21.00                    | \$21.00                    |
| Single Pass                              | C                     | 10       | \$6.50                     | \$6.50                     |
| Upgrade from Swim                        | C                     | 10       | \$3.00                     | \$3.00                     |
| <b>Inflatable Hire</b>                   |                       |          |                            |                            |
| Inflatable Hire                          | C                     | 10       | \$88.00                    | \$90.00                    |
| <b>Instructor hire/hr aquatic or dry</b> |                       |          |                            |                            |
| Instructor Hire                          | C                     | 10       | \$54.00                    | \$55.50                    |
| <b>Pool party per child</b>              |                       |          |                            |                            |
| Pool Party                               | C                     | 10       | \$11.00                    | \$12.00                    |
| <b>Swim School</b>                       |                       |          |                            |                            |
| <b>30 min 1 on 1</b>                     |                       |          |                            |                            |
| Swim School                              | C                     | 0        | \$40.00                    | \$41.00                    |
| <b>30 min group lesson</b>               |                       |          |                            |                            |
| Swim School                              | C                     | 0        | \$12.00                    | \$12.40                    |
| <b>Family Discount</b>                   |                       |          |                            |                            |
| Discount for 3 or more children enrolled | C                     | 0        | (\$18.00)                  | (\$18.00)                  |
| <b>Membership</b>                        |                       |          |                            |                            |
| Direct Debit                             | C                     | 0        | \$21.00                    | \$21.50                    |
| <b>Schools Instructor Charge</b>         |                       |          |                            |                            |
| Instructor Charge                        | C                     | 0        | \$54.00                    | \$55.50                    |



|                                                                 | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-----------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Schools Swim &amp; Survive Program Entry</b>                 |                       |          |                            |                            |
| Program Entry                                                   | C                     | 0        | \$3.30                     | \$3.30                     |
| <b>Venue Hire</b>                                               |                       |          |                            |                            |
| <b>Pool Hire</b>                                                |                       |          |                            |                            |
| Lane hire/hr (during normal operating hrs)                      | C                     | 10       | \$22.00                    | \$22.50                    |
| Whole pool ½ day<4 hrs (during normal operating hours)          | C                     | 10       | \$330.00                   | \$338.00                   |
| Whole pool full day 4+ hrs (during normal operating hours)      | C                     | 10       | \$495.00                   | \$506.00                   |
| Program Pool Hire - half pool per hr                            | C                     | 10       | \$33.00                    | \$33.00                    |
| Program Pool Hire -full pool per hr                             | C                     | 10       | \$55.00                    | \$55.00                    |
| Additional Lifeguard Hire (per hour)                            |                       |          |                            | \$40.00                    |
| <b>Commercial Room Hire</b>                                     |                       |          |                            |                            |
| Program Room Single                                             | C                     | 10       | \$36.00                    | \$36.50                    |
| Program Room Double                                             | C                     | 10       | \$54.00                    | \$55.00                    |
| Meeting Room                                                    | C                     | 10       | \$36.00                    | \$36.50                    |
| <b>Community Room Hire</b>                                      |                       |          |                            |                            |
| Program Room Single                                             | C                     | 10       | \$25.00                    | \$25.60                    |
| Program Room Double                                             | C                     | 10       | \$37.00                    | \$38.50                    |
| Meeting Room                                                    | C                     | 10       | \$25.00                    | \$25.60                    |
| <b>Stadium Hire</b>                                             |                       |          |                            |                            |
| All day hire                                                    | C                     | 10       | \$515.00                   | \$516.00                   |
| Off Peak court hire/hr                                          | C                     | 10       | \$36.60                    | \$36.80                    |
| Peak court hire/hr                                              | C                     | 10       | \$43.00                    | \$43.00                    |
| <b>Apollo Bay Leisure Centre Charges</b>                        |                       |          |                            |                            |
| <b>Pool or spa or steam room or stadium</b>                     |                       |          |                            |                            |
| Adult                                                           | C                     | 10       | \$5.80                     | \$6.00                     |
| Concession                                                      | C                     | 10       | \$5.00                     | \$5.10                     |
| Child                                                           | C                     | 10       | \$4.20                     | \$4.30                     |
| Family                                                          | C                     | 10       | \$18.30                    | \$18.90                    |
| Season Pass Adult                                               | C                     | 10       | \$165.00                   | \$170.00                   |
| Season Pass Concession                                          | C                     | 10       | \$123.00                   | \$128.00                   |
| Season Pass Family                                              | C                     | 10       | \$265.00                   | \$275.00                   |
| Stadium Casual Entry                                            | C                     | 10       | \$5.00                     | \$5.10                     |
| Stadium Hire                                                    | C                     | 10       | \$36.60                    | \$36.80                    |
| <b>COPACC</b>                                                   |                       |          |                            |                            |
| <b>Auditorium 1 - 4 Hour Minimum Hire</b>                       |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| 4 Hour Hire                                                     | C                     | 10       | \$950.00                   | \$980.00                   |
| 8 Hour Hire                                                     | C                     | 10       | \$1,400.00                 | \$1,450.00                 |
| Additional Hour                                                 | C                     | 10       | \$125.00                   | \$130.00                   |
| Hourly penalty                                                  | C                     | 10       | \$200.00                   | \$200.00                   |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |                       |          |                            |                            |
| 4 Hour Hire                                                     | C                     | 10       | \$705.00                   | \$725.00                   |
| 8 Hour Hire                                                     | C                     | 10       | \$1,050.00                 | \$1,080.00                 |
| Additional Hour                                                 | C                     | 10       | \$100.00                   | \$105.00                   |
| Hourly penalty                                                  | C                     | 10       | \$150.00                   | \$150.00                   |
| <b>Catering</b>                                                 |                       |          |                            |                            |
| <b>Catering</b>                                                 |                       |          |                            |                            |
| Tablecloth Hire - Per tablecloth                                | C                     | 10       | \$13.00                    | Fee withdrawn              |
| Tablecloth Hire - COPACC Black - per cloth                      | C                     | 10       | \$0.00                     | \$10.00                    |
| Tea & Coffee Deluxe - per head                                  | C                     | 10       | \$3.50                     | Fee withdrawn              |
| Tea & Coffee Standard - per head                                | C                     | 10       | \$3.00                     | Fee withdrawn              |
| Tea, Coffee & Mints - All Day - per head                        | C                     | 10       | -                          | \$3.25                     |
| Juice - Apple/Orange per bottle                                 | C                     | 10       | \$7.50                     | Fee withdrawn              |
| Juice - Apple/Orange per Jug                                    | C                     | 10       | -                          | \$6.00                     |

|                                                                 | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-----------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Cinema/Box Office Charges</b>                                |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| Credit Card Charges on sales                                    | C                     | 10       | 4%                         | 4%                         |
| Ticketing – per ticket                                          | C                     | 10       | \$2.75                     | \$2.75                     |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |                       |          |                            |                            |
| Credit Card Charges on sales                                    | C                     | 10       | 4%                         | 4%                         |
| Ticketing – per ticket                                          | C                     | 10       | \$1.38                     | \$1.38                     |
| <b>Civic Hall</b>                                               |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| 4 Hour Hire                                                     | C                     | 10       | \$470.00                   | \$470.00                   |
| 8 Hour Hire                                                     | C                     | 10       | \$725.00                   | \$725.00                   |
| Additional Hour                                                 | C                     | 10       | \$85.00                    | \$85.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| 4 Hour Hire                                                     | C                     | 10       | \$395.00                   | \$395.00                   |
| 8 Hour Hire                                                     | C                     | 10       | \$620.00                   | \$620.00                   |
| Additional Hour                                                 | C                     | 10       | \$75.00                    | \$75.00                    |
| <b>Equipment Hire</b>                                           |                       |          |                            |                            |
| <b>Equipment Hire</b>                                           |                       |          |                            |                            |
| Data projector/AV System - Large                                | C                     | 10       | \$80.00                    | \$82.00                    |
| Data projector/AV System - Small                                | C                     | 10       | \$25.00                    | \$26.00                    |
| Haze Machine - Daily                                            | C                     | 10       | \$30.00                    | \$40.00                    |
| Haze Machine - Weekly                                           | C                     | 10       | \$80.00                    | \$100.00                   |
| Mirror Ball                                                     | C                     | 10       | \$75.00                    | \$77.00                    |
| PA System - Advanced                                            | C                     | 10       | \$250.00                   | \$250.00                   |
| PA System - Basic                                               | C                     | 10       | \$100.00                   | \$100.00                   |
| PA System - Meeting Room (Fixed)                                | C                     | 10       | -                          | \$25.00                    |
| Portable Stage - Flat Stage                                     | C                     | 10       | \$200.00                   | \$200.00                   |
| Portable Stage - Large Tiered Seating                           | C                     | 10       | \$1,200.00                 | \$1,200.00                 |
| Portable Stage - Small Tiered Seating                           | C                     | 10       | \$800.00                   | \$800.00                   |
| Wireless Microphone - per additional day                        | C                     | 10       | \$25.00                    | \$25.00                    |
| Wireless Microphone - per day                                   | C                     | 10       | \$50.00                    | \$50.00                    |
| <b>Green Room</b>                                               |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$65.00                    | \$67.00                    |
| Between 8:30am & 5pm weekdays                                   | C                     | 10       | \$40.00                    | \$41.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$57.00                    | \$59.00                    |
| Between 8:30am & 5pm weekdays                                   | C                     | 10       | \$27.00                    | \$28.00                    |
| <b>Kitchen Hourly Rate</b>                                      |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$65.00                    | \$67.00                    |
| Between 8:30am & 5pm weekdays                                   | C                     | 10       | \$50.00                    | \$52.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$57.00                    | \$59.00                    |
| Between 8:30am & 5pm weekdays                                   | C                     | 10       | \$27.00                    | \$28.00                    |
| <b>Labour Charges</b>                                           |                       |          |                            |                            |
| <b>Hourly Rate</b>                                              |                       |          |                            |                            |
| Event staff - First 8 Hours                                     | C                     | 10       | \$60 per hr                | \$62 per hr                |
| Event staff - Additional Hour                                   | C                     | 10       | \$80 per hr                | \$83 per hr                |
| Technical staff - First 8 Hours                                 | C                     | 10       | \$60 per hr                | \$62 per hr                |
| Technical staff - Additional Hour                               | C                     | 10       | \$80 per hr                | \$83 per hr                |

|                                                                 | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-----------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Meeting Room/s Hourly Rate</b>                               |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| Double Room (After hours & weekends)                            | C                     | 10       | \$85.00                    | \$88.00                    |
| Double Room (Between 8:30am & 5pm weekdays)                     | C                     | 10       | \$65.00                    | \$67.00                    |
| Single Room (After hours & weekends)                            | C                     | 10       | \$65.00                    | \$67.00                    |
| Single Room (Between 8:30am & 5pm weekdays)                     | C                     | 10       | \$40.00                    | \$46.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| Double Room (After hours & weekends)                            | C                     | 10       | \$75.00                    | \$78.00                    |
| Double Room (Between 8:30am & 5pm weekdays)                     | C                     | 10       | \$55.00                    | \$57.00                    |
| Single Room (After hours & weekends)                            | C                     | 10       | \$55.00                    | \$57.00                    |
| Single Room (Between 8:30 & 5pm weekdays)                       | C                     | 10       | \$35.00                    | \$36.00                    |
| <b>Other Charges</b>                                            |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| Admin Fee                                                       | C                     | 10       | \$160.00                   | \$165.00                   |
| Grand Piano                                                     | C                     | 10       | \$100.00                   | \$100.00                   |
| Major Cleaning                                                  | C                     | 10       | \$200.00                   | \$210.00                   |
| Minor Cleaning                                                  | C                     | 10       | \$150.00                   | \$155.00                   |
| Piano Tuning                                                    | C                     | 10       | \$260.00                   | \$260.00                   |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |                       |          |                            |                            |
| Admin Fee                                                       | C                     | 10       | \$160.00                   | \$165.00                   |
| Grand Piano                                                     | C                     | 10       | Free                       | Free                       |
| Major Cleaning                                                  | C                     | 10       | \$200.00                   | \$210.00                   |
| Minor Cleaning                                                  | C                     | 10       | \$150.00                   | \$155.00                   |
| Piano Tuning                                                    | C                     | 10       | \$260.00                   | \$260.00                   |
| <b>Public Gallery Exhibition &amp; Display Hire Charges</b>     |                       |          |                            |                            |
| <b>Exhibition</b>                                               |                       |          |                            |                            |
| Exhibition                                                      | C                     | 10       | 10% Commission             | 10% Commission             |
| <b>Public Gallery Hourly Rate For Meeting &amp; Convention</b>  |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$65.00                    | \$67.00                    |
| Between 8:30 & 5pm weekdays                                     | C                     | 10       | \$40.00                    | \$46.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$55.00                    | \$57.00                    |
| Between 8:30 & 5pm weekdays                                     | C                     | 10       | \$35.00                    | \$36.00                    |
| <b>Rehearsal Room Hourly Rate</b>                               |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$65.00                    | \$67.00                    |
| Between 8:30 & 5pm weekdays                                     | C                     | 10       | \$40.00                    | \$46.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$55.00                    | \$57.00                    |
| Between 8:30 & 5pm weekdays                                     | C                     | 10       | \$35.00                    | \$36.00                    |
| <b>Roll Over (pre event set up)</b>                             |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| All Day Prior                                                   | C                     | 10       | \$160.00                   | \$165.00                   |
| Evening Prior                                                   | C                     | 10       | \$100.00                   | \$105.00                   |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| All Day Prior                                                   | C                     | 10       | \$130.00                   | \$135.00                   |
| Evening Prior                                                   | C                     | 10       | \$75.00                    | \$80.00                    |

|                                          | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| Other Services                           |                       |          |                            |                            |
| Community Bus Hire per km                |                       |          |                            |                            |
| Community Bus Hire per km                |                       |          |                            |                            |
| Community Bus Hire per km                | C                     | 10       | \$1.00                     | \$1.05                     |
| Council Properties (per annum)           |                       |          |                            |                            |
| Apollo Bay Newssheet                     |                       |          |                            |                            |
| Apollo Bay Newssheet                     | C                     | 10       | \$818.00                   | \$850.72                   |
| Bartlett St Kindergarten (Wydinia)       |                       |          |                            |                            |
| Bartlett St Kindergarten (Wydinia)       | C                     | 10       | \$1.00                     | \$1.00                     |
| Freedom of Information (per application) |                       |          |                            |                            |
| Freedom of Information (per application) |                       |          |                            |                            |
| Freedom of Information (per application) | S                     | 0        | \$27.20                    | \$27.90                    |
| Subject to Statutory Change              |                       |          |                            |                            |
| Land Information Certificate             |                       |          |                            |                            |
| Land Information Certificate             |                       |          |                            |                            |
| Land Information Certificate             | S                     | 0        | \$20.00                    | \$24.80                    |
| Subject to Statutory Change              |                       |          |                            |                            |
| Payment Dishonour Fee (All Other)        |                       |          |                            |                            |
| Admin Fee                                |                       |          |                            |                            |
| Admin Fee                                | C                     | 10       | \$25.00                    | \$25.00                    |
| Payment Dishonour Fee (Direct Debit)     |                       |          |                            |                            |
| Admin Fee                                |                       |          |                            |                            |
| Admin Fee                                | C                     | 10       | \$10.00                    | \$10.00                    |
| Printing and Photocopying                |                       |          |                            |                            |
| A3 sheet                                 |                       |          |                            |                            |
| A3 sheet                                 | C                     | 10       | \$0.90                     | \$0.40                     |
| A4 sheet                                 |                       |          |                            |                            |
| A4 sheet                                 | C                     | 10       | \$0.50                     | \$0.20                     |
| Coloured copy – A3 sheet                 |                       |          |                            |                            |
| Coloured copy – A3 sheet                 | C                     | 10       | \$1.80                     | \$2.00                     |
| Coloured copy – A4 sheet                 |                       |          |                            |                            |
| Coloured copy – A4 sheet                 | C                     | 10       | \$1.00                     | \$1.00                     |
| Replacement Rate Notice                  |                       |          |                            |                            |
| Replacement Rate Notice                  |                       |          |                            |                            |
| Replacement Rate Notice                  | C                     | 0        | \$25.00                    | \$25.00                    |
| Record Search Fee                        |                       |          |                            |                            |
| Discovery Fee - Per Hour                 |                       |          |                            |                            |
| Discovery Fee - Per Hour                 | C                     | 10       | \$50.00                    | \$50.00                    |
| Annual Report                            |                       |          |                            |                            |
| Hard Copy of Annual Report               |                       |          |                            |                            |
|                                          | C                     | 10       | \$0.00                     | \$20.00                    |
| OPASS & Community Services               |                       |          |                            |                            |
| Family Day Care Administration Levy      |                       |          |                            |                            |
| Carers Levy                              |                       |          |                            |                            |
| Carers Levy                              | C                     | 0        | \$11.05/week               | \$11.40                    |
| Per family per week                      |                       |          |                            |                            |
| Per family per week                      | C                     | 0        | \$0.35 hour/child          | \$0.45 hour/child          |
| Family Day Care Charges                  |                       |          |                            |                            |
| 8am to 6pm Monday to Friday              |                       |          |                            |                            |
| (per hour per child)                     | C                     | 0        | \$7.20 to \$7.65           | \$7.40 to \$7.90           |
| Before 8 am and after 6 pm               |                       |          |                            |                            |
| Mon – Fri (per hour per child)           | C                     | 0        | \$8.20 to \$8.65           | \$8.45 to \$8.90           |
| Meals (per meal)                         |                       |          |                            |                            |

|                                                                  | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                 | 2016/2017 Fee<br>incl. Tax                                 |
|------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------|------------------------------------------------------------|
| Breakfast                                                        | C                     | 0        | \$3.50                                                     | \$3.60                                                     |
| Evening Meal                                                     | C                     | 0        | \$6.00                                                     | \$6.20                                                     |
| Lunch                                                            | C                     | 0        | \$4.50                                                     | \$4.65                                                     |
| Snack                                                            | C                     | 0        | \$1.55                                                     | \$1.60                                                     |
| <b>Saturday, Sunday and Public Holidays (per hour per child)</b> |                       |          |                                                            |                                                            |
| Saturday, Sunday and Public Holidays (per hour per child)        | C                     | 0        | \$8.20 to \$8.65                                           | \$8.45 to \$8.90                                           |
| <b>Trips</b>                                                     |                       |          |                                                            |                                                            |
| Trips                                                            | C                     | 0        | \$4.65                                                     | \$4.80                                                     |
| <b>OPASS</b>                                                     |                       |          |                                                            |                                                            |
| <b>Domestic Assistance (per hr)</b>                              |                       |          |                                                            |                                                            |
| Domestic Assistance                                              | C                     | 0        | \$4.00 to \$32.00                                          | \$4.50 to \$45.00                                          |
| <b>Overnight Respite (per night)</b>                             |                       |          |                                                            |                                                            |
| Respite Care                                                     | C                     | 0        | \$35.50                                                    | \$36.00                                                    |
| <b>Personal Care (per hr)</b>                                    |                       |          |                                                            |                                                            |
| Personal Care                                                    | C                     | 0        | \$4.00 to \$36.00                                          | \$4.50 to \$45.00                                          |
| <b>Property Maintenance (per hr plus cost of materials)</b>      |                       |          |                                                            |                                                            |
| Property Maintenance (per hr plus cost of materials)             | C                     | 0        | \$11.70 to \$46.50                                         | \$12.10 to \$48.10                                         |
| <b>Respite Care (per hr)</b>                                     |                       |          |                                                            |                                                            |
| Respite Care                                                     | C                     | 0        | \$4.00 to \$32.00                                          | \$4.50 to \$45.00                                          |
| <b>Veterans Home Care (1st hr)</b>                               |                       |          |                                                            |                                                            |
| No further fee                                                   | S                     | 0        | \$5.50                                                     | \$5.50                                                     |
| <b>Community Transport</b>                                       |                       |          |                                                            |                                                            |
| <b>Birregurra/Forrest/Beeac/Warrion</b>                          |                       |          |                                                            |                                                            |
| One way                                                          | C                     | 0        | \$8.00                                                     | \$8.00                                                     |
| Return                                                           | C                     | 0        | \$16.00                                                    | \$16.00                                                    |
| <b>Colac</b>                                                     |                       |          |                                                            |                                                            |
| Return                                                           | C                     | 0        | \$9.00                                                     | \$9.00                                                     |
| <b>Colac Otway Shire - Apollo Bay, Lavers Hill</b>               |                       |          |                                                            |                                                            |
| Return                                                           | C                     | 0        | \$30.00                                                    | \$30.00                                                    |
| <b>Colac to Geelong or Ballarat</b>                              |                       |          |                                                            |                                                            |
| One way                                                          | C                     | 0        | \$15.00 (two or more passengers) - \$20.00 (one passenger) | \$15.00 (two or more passengers) - \$20.00 (one passenger) |
| Return                                                           | C                     | 0        | \$30.00                                                    | \$30.00                                                    |
| <b>Colac to Melbourne</b>                                        |                       |          |                                                            |                                                            |
| Return                                                           | C                     | 0        | \$55.00                                                    | \$55.00                                                    |
| <b>Colac to Warrnambool</b>                                      |                       |          |                                                            |                                                            |
| Return                                                           | C                     | 0        | \$35.00                                                    | \$35.00                                                    |
| <b>Community Bus Transport for Group Activities</b>              |                       |          |                                                            |                                                            |
| Community Bus Transport for Group Activities                     | C                     | 0        | \$5.60                                                     | \$5.60                                                     |
| <b>Full Cost Service</b>                                         |                       |          |                                                            |                                                            |
| Full Cost Service                                                | C                     | 0        | \$1.00 per km + 10% admin                                  | \$1.00 per km + 10% admin                                  |
| <b>Out &amp; About Day Out Trips</b>                             |                       |          |                                                            |                                                            |
| Out & About Day Out Trips                                        | C                     | 0        | \$30.00                                                    | \$30.00                                                    |
| <b>Contracted Services</b>                                       |                       |          |                                                            |                                                            |
| <b>Case Management (per hr)</b>                                  |                       |          |                                                            |                                                            |
| Assessments, reassessments, reviews, set up arrangements.        | C                     | 10       | \$90.00                                                    | \$90.00                                                    |
| <b>Contracted Services</b>                                       |                       |          |                                                            |                                                            |
| Rate/Kilometre                                                   | C                     | 10       | \$1.15                                                     | \$1.15                                                     |
| <b>Food Services (per meal)</b>                                  |                       |          |                                                            |                                                            |
| Meal                                                             | C                     | 10       | \$22.50                                                    | \$22.50                                                    |
| <b>Domestic Assistance (per hr)</b>                              |                       |          |                                                            |                                                            |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                        | C                     | 10       | \$78.00                                                    | \$85.00                                                    |
| 7:30am to 7:30pm Mon. to Fri.                                    | C                     | 10       | \$45.00                                                    | \$46.00                                                    |

|                                                              |                          | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|--------------------------------------------------------------|--------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Personal Care (per hr)</b>                                |                          |                       |          |                            |                            |
| 7:30am to 7:30pm                                             | Sat./Sun./Public Holiday | C                     | 10       | \$82.00                    | \$85.00                    |
| 7:30am to 7:30pm                                             | Mon. to Fri.             | C                     | 10       | \$45.50                    | \$47.00                    |
| 7:30pm to 7:30am                                             | Mon. to Fri.             | C                     | 10       | \$63.50                    | \$85.00                    |
| <b>Property Maintenance (per hr plus cost of materials)</b>  |                          |                       |          |                            |                            |
| 7:30am to 7:30pm                                             | Sat./Sun./Public Holiday | C                     | 10       | \$93.00                    | \$95.00                    |
| 7:30am to 7:30pm                                             | Mon. to Fri.             | C                     | 10       | \$51.00                    | \$52.60                    |
| 7:30pm to 7:30am                                             | Mon. to Fri.             | C                     | 10       | \$72.00                    | \$95.00                    |
| <b>Respite Care (per hr)</b>                                 |                          |                       |          |                            |                            |
| 7:30am to 7:30pm                                             | Sat./Sun./Public Holiday | C                     | 10       | \$82.00                    | \$85.00                    |
| 7:30am to 7:30pm                                             | Mon. to Fri.             | C                     | 10       | \$45.50                    | \$47.00                    |
| 7:30pm to 7:30am                                             | Mon. to Fri.             | C                     | 10       | \$63.50                    | \$85.00                    |
| <b>Delivered Meals</b>                                       |                          |                       |          |                            |                            |
| <b>All meals (per meal)</b>                                  |                          |                       |          |                            |                            |
| All meals (per meal)                                         |                          | C                     | 0        | \$9.65 to \$20.00          | \$10.00 to \$22.00         |
| <b>Delivered meals (per meal)</b>                            |                          |                       |          |                            |                            |
| Delivered meals (per meal)                                   |                          | C                     | 0        | \$9.65 to \$20.00          | \$10.00 to \$22.00         |
| <b>Public Health</b>                                         |                          |                       |          |                            |                            |
| <b>Health Protection Administration (Registration Fees)</b>  |                          |                       |          |                            |                            |
| <b>Additional Staff above 5 who work over 20 hours/week</b>  |                          |                       |          |                            |                            |
| New and renewal                                              |                          | C                     | 10       | \$10.50                    | \$10.80                    |
| <b>Additional Staff above 5 who work under 20 hours/week</b> |                          |                       |          |                            |                            |
| New and renewal                                              |                          | C                     | 10       | \$5.50                     | \$5.65                     |
| <b>CLASS 1 Food Premises</b>                                 |                          |                       |          |                            |                            |
| New                                                          |                          | C                     | 10       | \$557.00                   | \$572.35                   |
| Renewal                                                      |                          | C                     | 10       | \$430.00                   | \$441.85                   |
| <b>CLASS 2 Food Provider</b>                                 |                          |                       |          |                            |                            |
| New                                                          |                          | C                     | 10       | N/A                        | Fee withdrawn              |
| Renewal                                                      |                          | C                     | 10       | N/A                        | Fee withdrawn              |
| <b>CLASS 2 Major Food Premises</b>                           |                          |                       |          |                            |                            |
| New                                                          |                          | C                     | 10       | \$465.00                   | \$477.80                   |
| Renewal                                                      |                          | C                     | 10       | \$320.00                   | \$328.80                   |
| <b>CLASS 2 Minor Food Premises</b>                           |                          |                       |          |                            |                            |
| New                                                          |                          | C                     | 10       | \$275.00                   | \$282.60                   |
| Renewal                                                      |                          | C                     | 10       | \$190.00                   | \$195.25                   |
| <b>CLASS 3 Fruit and Vegetables</b>                          |                          |                       |          |                            |                            |
| New                                                          |                          | C                     | 10       | \$275.00                   | Fee withdrawn              |
| Renewal                                                      |                          | C                     | 10       | \$170.00                   | Fee withdrawn              |
| <b>CLASS 3 Major Food Premises</b>                           |                          |                       |          |                            |                            |
| New                                                          |                          | C                     | 10       | \$275.00                   | \$282.60                   |
| Renewal                                                      |                          | C                     | 10       | \$157.00                   | \$161.35                   |
| <b>CLASS 3 Major Mobile Food Vehicles</b>                    |                          |                       |          |                            |                            |
| New                                                          |                          | C                     | 10       | \$275.00                   | Fee withdrawn              |
| Renewal                                                      |                          | C                     | 10       | \$180.00                   | Fee withdrawn              |
| <b>CLASS 3 Minor Food Premises</b>                           |                          |                       |          |                            |                            |
| New                                                          |                          | C                     | 10       | \$200.00                   | \$205.50                   |
| Renewal                                                      |                          | C                     | 10       | \$105.00                   | \$107.90                   |
| <b>Additional Mobile Food Vehicle</b>                        |                          |                       |          |                            |                            |
| Class 2                                                      |                          | C                     | 10       | \$0.00                     | \$120.00                   |
| Class 3                                                      |                          | C                     | 10       | \$0.00                     | \$65.00                    |
| <b>Additional Temporary Food Registration</b>                |                          |                       |          |                            |                            |
| Class 2                                                      |                          | C                     | 10       | \$0.00                     | \$120.00                   |
| Class 3                                                      |                          | C                     | 10       | \$0.00                     | \$65.00                    |
| <b>Additional Inspection</b>                                 |                          |                       |          |                            |                            |

|                                              | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax              | 2016/2017 Fee<br>incl. Tax    |
|----------------------------------------------|-----------------------|----------|-----------------------------------------|-------------------------------|
| Additional Inspection                        | C                     | 10       | \$0.00                                  | \$133.60                      |
| Personal Appearance Services                 |                       |          |                                         |                               |
| Beauty Therapies                             |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$140.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$145.00                                | \$149.00                      |
| Hairdressers                                 |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | \$180.00                      |
| Registration/renewal                         | C                     | 10       | \$133.50                                | \$0.00                        |
| Skin Penetration                             |                       |          |                                         |                               |
| Skin Penetration (acupuncture, ear piercing) |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$133.50                                | \$137.17                      |
| Skin Penetration (Tattooists, body piercing) |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$0.00                                  | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$0.00                                  | \$190.00                      |
| Miscellaneous                                |                       |          |                                         |                               |
| Conveyance Enquiries                         |                       |          |                                         |                               |
| Conveyance Enquiries                         | C                     | 10       | \$130.00                                | \$133.60                      |
| Street Traders                               |                       |          |                                         |                               |
| Administration Assistance                    | C                     | 10       | \$0.00                                  | \$40.00                       |
| Water Sampling                               |                       |          |                                         |                               |
| Water samples                                | C                     | 10       | \$0.00                                  | \$140 + sample cost           |
| Immunisation                                 |                       |          |                                         |                               |
| Immunisation                                 | C                     | 10       | \$21.50                                 | \$22.10                       |
| Late Renewal Penalty Fee per Month           |                       |          |                                         |                               |
| Late Renewal Penalty Fee per Month           | C                     | 10       | \$130.00                                | \$133.60                      |
| Replacement Certificate                      |                       |          |                                         |                               |
| Replacement Certificate                      | C                     | 10       | \$46.50                                 | \$47.80                       |
| Transfer of Registration                     |                       |          |                                         |                               |
| Transfer of Registration                     | C                     | 10       | 50% of renewal fee                      | 50% of renewal fee            |
| Express Service                              |                       |          |                                         |                               |
| Express Service (within 5 days)              | C                     | 10       | 0                                       | \$140.00                      |
| Professional Service                         |                       |          |                                         |                               |
| Professional Service                         | C                     | 10       | 0                                       | \$133.60                      |
| Additional hour                              | C                     | 10       | 0                                       | \$40                          |
| Prescribed Accommodation                     |                       |          |                                         |                               |
| up to 6 persons                              |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | 0                                       | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | 0                                       | \$160.00                      |
| 6 to 10 persons                              |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$186.00                                | \$191.12                      |
| 11 to 20 persons                             |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$226.00                                | \$232.22                      |
| 20+ persons                                  |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$278.00                                | \$285.65                      |
| Caravan Parks per site                       |                       |          |                                         |                               |
| Caravan Parks per site                       | S                     | 0        | \$2.50                                  | \$2.50                        |
| Combo Food Premises/Accommodation            |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | Fee withdrawn                 |



|                                                           | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-----------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| Registration/renewal                                      | C                     | 10       | \$163.00                   | Fee withdrawn              |
| <b>Public Health - Septic Tanks</b>                       |                       |          |                            |                            |
| <b>Additional inspections</b>                             |                       |          |                            |                            |
| Additional inspections                                    | C                     | 10       | \$130.00                   | \$133.60                   |
| <b>Septic tank alterations</b>                            |                       |          |                            |                            |
| Septic tank alterations                                   | C                     | 10       | \$250.00                   | \$256.88                   |
| <b>Septic tank systems – aerated wastewater treatment</b> |                       |          |                            |                            |
| Septic tank systems – aerated wastewater treatment        | C                     | 10       | \$500.00                   | \$513.75                   |
| <b>Septic tanks – trench, sand filter systems</b>         |                       |          |                            |                            |
| Septic tanks – trench, sand filter systems                | C                     | 10       | \$500.00                   | \$513.75                   |
| <b>Recreations, Arts &amp; Culture</b>                    |                       |          |                            |                            |
| <b>Recreation Reserve Maintenance</b>                     |                       |          |                            |                            |
| <b>Central Reserve (per annum)</b>                        |                       |          |                            |                            |
| Colac Cricket Association                                 | C                     | 10       |                            |                            |
| Colac Football Club                                       | C                     | 10       |                            |                            |
| Colac Little Athletics                                    | C                     | 10       |                            |                            |
| Youth & Recreation Centre                                 | C                     | 10       |                            |                            |
| <b>Cricket Ground (per annum)</b>                         |                       |          |                            |                            |
| Colac Cricket Association                                 | C                     | 10       |                            |                            |
| Colac Umpires Association                                 | C                     | 10       |                            |                            |
| <b>Eastern Reserve (per annum)</b>                        |                       |          |                            |                            |
| Colac Baseball League                                     | C                     | 10       |                            |                            |
| Colac Cricket Club                                        | C                     | 10       |                            |                            |
| Colac Netball Association                                 | C                     | 10       |                            |                            |
| <b>Eliminyt Recreation Reserve (per annum)</b>            |                       |          |                            |                            |
| Eliminyt Tennis Club                                      | C                     | 10       |                            |                            |
| South Colac Sports Club                                   | C                     | 10       |                            |                            |
| <b>Western Reserve (per annum)</b>                        |                       |          |                            |                            |
| Colac Cricket Association                                 | C                     | 10       |                            |                            |
| Imperials Football Club                                   | C                     | 10       |                            |                            |
| <b>Waste Management</b>                                   |                       |          |                            |                            |
| <b>Waste Management Additional Service Charge/Bin</b>     |                       |          |                            |                            |
| <b>240 litre garbage additional service charge/bin</b>    |                       |          |                            |                            |
| 240 litre garbage additional service charge/bin           | C                     | 10       | \$260.00                   | \$266.00                   |
| <b>240 litre organic additional service charge/bin</b>    |                       |          |                            |                            |
| 240 litre organic additional service charge/bin           | C                     | 10       | \$125.00                   | \$128.00                   |
| <b>240 litre recycle additional service charge/bin</b>    |                       |          |                            |                            |
| 240 litre recycle additional service charge/bin           | C                     | 10       | \$75.00                    | \$77.00                    |
| <b>Upgrade to 240litre Garbage Bin</b>                    |                       |          |                            |                            |
| Upgrade to 240litre Garbage Bin                           | C                     | 10       | \$200.00                   | \$205.00                   |
| <b>All waste retrieval sites</b>                          |                       |          |                            |                            |
| <b>Car bodies</b>                                         |                       |          |                            |                            |
| Car bodies                                                | C                     | 10       | \$65.00                    | \$67.00                    |
| <b>Chemical drums</b>                                     |                       |          |                            |                            |
| Chemical drums                                            | C                     | 10       | \$1.00 each                | \$1.10 each                |
| <b>Commercial fully co-mingled recyclables</b>            |                       |          |                            |                            |
| Commercial fully co-mingled recyclables                   | C                     | 10       | \$14.00 per m3             | \$14.25 per m3             |
| Inert waste only (municipal)                              | C                     | 10       | Deleted                    |                            |
| <b>Mattresses each</b>                                    |                       |          |                            |                            |
| Mattresses each                                           | C                     | 10       | \$20.00                    | \$24.00                    |

"Fees and charges to be determined based on the formula specified in Council's Recreation Reserves Fees & Charges Policy.

"Fees and charges to be determined based on the formula specified in Council's Recreation Reserves Fees & Charges Policy.



|                                                       | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                                                                  | 2016/2017 Fee<br>incl. Tax                                                                                  |
|-------------------------------------------------------|-----------------------|----------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Putrescibles (inc. mixed rubbish)</b>              |                       |          |                                                                                                             |                                                                                                             |
| Putrescibles (inc. mixed rubbish)                     | C                     | 10       | \$58 per m3, 120 litre garbage bin or less \$11, 120 litre - 240 litre garbage bin \$17, or \$260 per tonne | \$60 per m3, 120 litre garbage bin or less \$11, 120 litre - 240 litre garbage bin \$17, or \$280 per tonne |
| <b>Steel scrap</b>                                    |                       |          |                                                                                                             |                                                                                                             |
| Steel scrap                                           | C                     | 10       | \$11 per m3 or \$41 per tonne                                                                               | \$11 per m3 or \$41 per tonne                                                                               |
| <b>Tree pruning's</b>                                 |                       |          |                                                                                                             |                                                                                                             |
| Tree pruning's                                        | C                     | 10       | \$35 per m3 \$132 per tonne                                                                                 | \$38 per m3 \$132 per tonne                                                                                 |
| <b>TV &amp; Monitors</b>                              |                       |          |                                                                                                             |                                                                                                             |
| TV & Monitors                                         | C                     | 10       | \$10.00                                                                                                     | \$10.00                                                                                                     |
| <b>Tyres</b>                                          |                       |          |                                                                                                             |                                                                                                             |
| Car                                                   | C                     | 10       | \$6.60                                                                                                      | \$7.50                                                                                                      |
| Car on rim                                            | C                     | 10       | \$13.00                                                                                                     | \$14.00                                                                                                     |
| Commercial batteries each (more than 2)               | C                     | 10       | \$6.00                                                                                                      | \$6.10                                                                                                      |
| Light truck                                           | C                     | 10       | \$13.50                                                                                                     | \$16.00                                                                                                     |
| Tractor 1-2m                                          | C                     | 10       | \$210.00                                                                                                    | \$210.00                                                                                                    |
| Tractor up to 1m                                      | C                     | 10       | \$96.00                                                                                                     | \$100.00                                                                                                    |
| Truck                                                 | C                     | 10       | \$37.50                                                                                                     | \$45.00                                                                                                     |
| <b>Waste disposal tickets</b>                         |                       |          |                                                                                                             |                                                                                                             |
| 10 tickets (up to 240lt bin)                          | C                     | 10       | \$66.00                                                                                                     | \$68.00                                                                                                     |
| 25 tickets (up to 240lt bin)                          | C                     | 10       | \$142.00                                                                                                    | \$146.00                                                                                                    |
| <b>Kerbside Bin Fees</b>                              |                       |          |                                                                                                             |                                                                                                             |
| <b>120 litre garbage (bin only )</b>                  |                       |          |                                                                                                             |                                                                                                             |
| 120 litre garbage (bin only )                         | C                     | 10       | \$72.00                                                                                                     | \$74.00                                                                                                     |
| <b>120 litre organic (bin only )</b>                  |                       |          |                                                                                                             |                                                                                                             |
| 120 litre organic (bin only )                         | C                     | 10       | \$72.00                                                                                                     | \$74.00                                                                                                     |
| <b>120 litre recycle (bin only )</b>                  |                       |          |                                                                                                             |                                                                                                             |
| 120 litre recycle (bin only )                         | C                     | 10       | \$72.00                                                                                                     | \$74.00                                                                                                     |
| <b>240 litre garbage (bin only)</b>                   |                       |          |                                                                                                             |                                                                                                             |
| 240 litre garbage (bin only)                          | C                     | 10       | \$77.00                                                                                                     | \$79.00                                                                                                     |
| <b>240 litre organic (bin only )</b>                  |                       |          |                                                                                                             |                                                                                                             |
| 240 litre organic (bin only )                         | C                     | 10       | \$77.00                                                                                                     | \$79.00                                                                                                     |
| <b>240 litre recycle (bin only )</b>                  |                       |          |                                                                                                             |                                                                                                             |
| 240 litre recycle (bin only )                         | C                     | 10       | \$77.00                                                                                                     | \$79.00                                                                                                     |
| <b>Bin change over fee (all bins)</b>                 |                       |          |                                                                                                             |                                                                                                             |
| Bin change over fee (all bins)                        | C                     | 10       | \$30.00                                                                                                     | \$31.00                                                                                                     |
| <b>Lost or stolen bins – 120/240 litre</b>            |                       |          |                                                                                                             |                                                                                                             |
| Lost or stolen bins – 120/240 litre                   | C                     | 10       | \$53.00                                                                                                     | \$54.00                                                                                                     |
| <b>Aerodrome Landing Fees</b>                         |                       |          |                                                                                                             |                                                                                                             |
| <b>Apollo Bay (per landing)</b>                       |                       |          |                                                                                                             |                                                                                                             |
| Apollo Bay (per landing)                              | C                     | 10       | \$10.00                                                                                                     | \$10.50                                                                                                     |
| <b>Colac (per landing)</b>                            |                       |          |                                                                                                             |                                                                                                             |
| Colac (per landing)                                   | C                     | 10       | \$10.00                                                                                                     | \$10.50                                                                                                     |
| <b>Port of Apollo Bay</b>                             |                       |          |                                                                                                             |                                                                                                             |
| <b>Fixed mooring (annual)</b>                         |                       |          |                                                                                                             |                                                                                                             |
| Fixed mooring (annual)                                | C                     | 10       | \$1,806.00                                                                                                  | \$1,860.00                                                                                                  |
| <b>Itinerant Berth (daily) based on vessel length</b> |                       |          |                                                                                                             |                                                                                                             |
| more than 10m but less than 15m                       | C                     | 10       | \$25.00                                                                                                     | \$26.00                                                                                                     |
| more than 15m but less than 20m                       | C                     | 10       | \$30.00                                                                                                     | \$31.00                                                                                                     |
| more than 20m but less than 25m                       | C                     | 10       | \$37.00                                                                                                     | \$38.00                                                                                                     |
| more than 25m but less than 30m                       | C                     | 10       | \$60.00                                                                                                     | \$62.00                                                                                                     |
| more than 30m                                         | C                     | 10       | \$120.00                                                                                                    | \$124.00                                                                                                    |
| <b>Marina keys (per key)</b>                          |                       |          |                                                                                                             |                                                                                                             |

|                                               |               | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-----------------------------------------------|---------------|-----------------------|----------|----------------------------|----------------------------|
| Marina keys (per key) (including replacement) |               | C                     | 10       | \$25.00                    | \$26.00                    |
| Swing mooring (annual)                        |               |                       |          |                            |                            |
| Swing mooring (annual)                        |               | C                     | 10       | \$120.00                   | \$123.50                   |
| Swing mooring establishment                   |               |                       |          |                            |                            |
| Swing mooring establishment                   |               | C                     | 10       | \$193.00                   | \$199.00                   |
| Other Harbour Fees - based on Vessel Length   |               |                       |          |                            |                            |
| Slipping Fee                                  | Vessel Length |                       |          |                            |                            |
|                                               | 10            | C                     | 10       | \$179.00                   | \$184.50                   |
|                                               | 10.2          | C                     | 10       | \$186.00                   | \$191.50                   |
|                                               | 10.4          | C                     | 10       | \$193.00                   | \$199.00                   |
|                                               | 10.6          | C                     | 10       | \$201.00                   | \$207.00                   |
|                                               | 10.8          | C                     | 10       | \$208.00                   | \$214.00                   |
|                                               | 11            | C                     | 10       | \$209.00                   | \$215.00                   |
|                                               | 11.2          | C                     | 10       | \$222.00                   | \$228.50                   |
|                                               | 11.4          | C                     | 10       | \$229.00                   | \$236.00                   |
|                                               | 11.6          | C                     | 10       | \$237.00                   | \$244.00                   |
|                                               | 11.8          | C                     | 10       | \$243.00                   | \$250.00                   |
|                                               | 12            | C                     | 10       | \$252.00                   | \$259.50                   |
|                                               | 12.2          | C                     | 10       | \$258.00                   | \$266.00                   |
|                                               | 12.4          | C                     | 10       | \$266.00                   | \$274.00                   |
|                                               | 12.6          | C                     | 10       | \$272.00                   | \$280.00                   |
|                                               | 12.8          | C                     | 10       | \$280.00                   | \$288.50                   |
|                                               | 13            | C                     | 10       | \$287.00                   | \$295.50                   |
|                                               | 13.2          | C                     | 10       | \$294.00                   | \$303.00                   |
|                                               | 13.4          | C                     | 10       | \$301.00                   | \$310.00                   |
|                                               | 13.6          | C                     | 10       | \$307.00                   | \$316.00                   |
|                                               | 13.8          | C                     | 10       | \$316.00                   | \$325.50                   |
|                                               | 14            | C                     | 10       | \$322.00                   | \$331.50                   |
|                                               | 14.2          | C                     | 10       | \$332.00                   | \$342.00                   |
|                                               | 14.4          | C                     | 10       | \$343.00                   | \$353.00                   |
|                                               | 14.6          | C                     | 10       | \$352.00                   | \$363.00                   |
|                                               | 14.8          | C                     | 10       | \$362.00                   | \$373.00                   |
|                                               | 15            | C                     | 10       | \$373.00                   | \$384.00                   |
|                                               | 15.2          | C                     | 10       | \$382.00                   | \$393.50                   |
|                                               | 15.4          | C                     | 10       | \$391.00                   | \$403.00                   |
|                                               | 15.6          | C                     | 10       | \$401.00                   | \$413.00                   |
|                                               | 15.8          | C                     | 10       | \$411.00                   | \$423.50                   |
|                                               | 16            | C                     | 10       | \$421.00                   | \$433.50                   |
|                                               | 16.2          | C                     | 10       | \$431.00                   | \$444.00                   |
|                                               | 16.4          | C                     | 10       | \$441.00                   | \$454.00                   |
|                                               | 16.6          | C                     | 10       | \$451.00                   | \$464.50                   |
|                                               | 16.8          | C                     | 10       | \$460.00                   | \$474.00                   |
|                                               | 17            | C                     | 10       | \$470.00                   | \$484.00                   |
|                                               | 17.2          | C                     | 10       | \$480.00                   | \$494.50                   |
|                                               | 17.4          | C                     | 10       | \$490.00                   | \$505.00                   |
|                                               | 17.6          | C                     | 10       | \$500.00                   | \$515.00                   |
|                                               | 17.8          | C                     | 10       | \$510.00                   | \$525.50                   |
|                                               | 18            | C                     | 10       | \$520.00                   | \$535.50                   |
|                                               | 18.2          | C                     | 10       | \$532.00                   | \$548.00                   |
|                                               | 18.4          | C                     | 10       | \$544.00                   | \$560.00                   |
|                                               | 18.6          | C                     | 10       | \$558.00                   | \$575.00                   |
|                                               | 18.8          | C                     | 10       | \$570.00                   | \$587.00                   |
|                                               | 19            | C                     | 10       | \$582.00                   | \$599.50                   |
|                                               | 19.2          | C                     | 10       | \$595.00                   | \$613.00                   |
|                                               | 19.4          | C                     | 10       | \$607.00                   | \$625.00                   |
|                                               | 19.6          | C                     | 10       | \$620.00                   | \$638.50                   |
|                                               | 19.8          | C                     | 10       | \$632.00                   | \$651.00                   |
|                                               | 20            | C                     | 10       | \$645.00                   | \$664.50                   |

|                       |               | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-----------------------|---------------|-----------------------|----------|----------------------------|----------------------------|
| Storage Fee (Per Day) | Vessel Length |                       |          |                            |                            |
|                       | 10            | C                     | 10       | \$45.00                    | \$46.50                    |
|                       | 10.2          | C                     | 10       | \$49.00                    | \$50.50                    |
|                       | 10.4          | C                     | 10       | \$52.00                    | \$53.50                    |
|                       | 10.6          | C                     | 10       | \$56.00                    | \$58.00                    |
|                       | 10.8          | C                     | 10       | \$60.00                    | \$62.00                    |
|                       | 11            | C                     | 10       | \$64.00                    | \$66.00                    |
|                       | 11.2          | C                     | 10       | \$68.00                    | \$70.00                    |
|                       | 11.4          | C                     | 10       | \$72.00                    | \$74.00                    |
|                       | 11.6          | C                     | 10       | \$75.00                    | \$77.00                    |
|                       | 11.8          | C                     | 10       | \$79.00                    | \$81.50                    |
|                       | 12            | C                     | 10       | \$82.00                    | \$84.50                    |
|                       | 12.2          | C                     | 10       | \$87.00                    | \$90.00                    |
|                       | 12.4          | C                     | 10       | \$90.00                    | \$93.00                    |
|                       | 12.6          | C                     | 10       | \$93.00                    | \$96.00                    |
|                       | 12.8          | C                     | 10       | \$99.00                    | \$102.00                   |
|                       | 13            | C                     | 10       | \$102.00                   | \$105.00                   |
|                       | 13.2          | C                     | 10       | \$105.00                   | \$108.00                   |
|                       | 13.4          | C                     | 10       | \$109.00                   | \$112.50                   |
|                       | 13.6          | C                     | 10       | \$112.00                   | \$115.50                   |
|                       | 13.8          | C                     | 10       | \$117.00                   | \$120.50                   |
|                       | 14            | C                     | 10       | \$120.00                   | \$123.50                   |
|                       | 14.2          | C                     | 10       | \$123.00                   | \$126.50                   |
|                       | 14.4          | C                     | 10       | \$128.00                   | \$132.00                   |
|                       | 14.6          | C                     | 10       | \$132.00                   | \$136.00                   |
|                       | 14.8          | C                     | 10       | \$136.00                   | \$140.00                   |
|                       | 15            | C                     | 10       | \$139.00                   | \$143.00                   |
|                       | 15.2          | C                     | 10       | \$142.00                   | \$146.00                   |
|                       | 15.4          | C                     | 10       | \$147.00                   | \$151.50                   |
|                       | 15.6          | C                     | 10       | \$150.00                   | \$154.50                   |
|                       | 15.8          | C                     | 10       | \$154.00                   | \$158.50                   |
|                       | 16            | C                     | 10       | \$158.00                   | \$163.00                   |
|                       | 16.2          | C                     | 10       | \$162.00                   | \$167.00                   |
|                       | 16.4          | C                     | 10       | \$166.00                   | \$171.00                   |
|                       | 16.6          | C                     | 10       | \$170.00                   | \$175.00                   |
|                       | 16.8          | C                     | 10       | \$173.00                   | \$178.00                   |
|                       | 17            | C                     | 10       | \$177.00                   | \$182.50                   |
|                       | 17.2          | C                     | 10       | \$180.00                   | \$185.50                   |
|                       | 17.4          | C                     | 10       | \$184.00                   | \$189.50                   |
|                       | 17.6          | C                     | 10       | \$188.00                   | \$193.50                   |
|                       | 17.8          | C                     | 10       | \$192.00                   | \$198.00                   |
|                       | 18            | C                     | 10       | \$196.00                   | \$202.00                   |
|                       | 18.2          | C                     | 10       | \$199.00                   | \$205.00                   |
|                       | 18.4          | C                     | 10       | \$203.00                   | \$209.00                   |
|                       | 18.6          | C                     | 10       | \$207.00                   | \$213.00                   |
|                       | 18.8          | C                     | 10       | \$210.00                   | \$216.50                   |
|                       | 19            | C                     | 10       | \$214.00                   | \$220.50                   |
|                       | 19.2          | C                     | 10       | \$218.00                   | \$224.50                   |
|                       | 19.4          | C                     | 10       | \$223.00                   | \$230.00                   |
|                       | 19.6          | C                     | 10       | \$226.00                   | \$233.00                   |
|                       | 19.8          | C                     | 10       | \$229.00                   | \$236.00                   |
|                       | 20            | C                     | 10       | \$233.00                   | \$240.00                   |

#### Asset Management

|                               |   |   |          |          |  |
|-------------------------------|---|---|----------|----------|--|
| Asset Protection Permit Fee   |   |   |          |          |  |
| Asset Protection Permit Fee   | C | 0 | \$140.00 | \$140.00 |  |
| Checking of Engineering Plans |   |   |          |          |  |
| Checking of Engineering Plans | S | 0 | 0.75%    | 0.75%    |  |
| Design Fee                    |   |   |          |          |  |

|                                                                                                  | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                                                                                                                                   | 2016/2017 Fee<br>incl. Tax                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| In house                                                                                         | C                     | 0        | 10%                                                                                                                                                                          | 10%                                                                                                                                                                          |
| Other                                                                                            | C                     | 0        | At cost +<br>20%                                                                                                                                                             | At cost +<br>20%                                                                                                                                                             |
| <b>Fee for Legal Point of Discharge Report (as per Section 312(3) Building Regulations 2006)</b> |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Fee for Legal Point of Discharge Report (as per Section 312(3) Building Regulations 2006)        | S                     | 0        | \$62.56                                                                                                                                                                      | \$62.56                                                                                                                                                                      |
| <b>Special Charge Scheme</b>                                                                     |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Contract administration                                                                          | C                     | 0        | 2.50%                                                                                                                                                                        | 2.50%                                                                                                                                                                        |
| Scheme administration                                                                            | C                     | 0        | 3.0%                                                                                                                                                                         | 3.0%                                                                                                                                                                         |
| <b>Supervision of Sub-division Works</b>                                                         |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| (% of estimated cost of constructing works proposed)                                             | S                     | 0        | 2.50%                                                                                                                                                                        | 2.50%                                                                                                                                                                        |
| <b>Local Road (speed at any time is greater than 50kph)</b>                                      |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| <b>Minor Works</b>                                                                               |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (11.5 units)                           | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (5 units)                          | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| <b>Works on Roads (works other than minor works)</b>                                             |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (25 units)                             | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (25 units)                         | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| <b>Local Road (speed at any time is not more than 50kph)</b>                                     |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| <b>Minor Works</b>                                                                               |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (11.5 units)                           | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (5 units)                          | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |

|                                                                       | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                                                                                                                                   | 2016/2017 Fee<br>incl. Tax                                                                                                                                                   |
|-----------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Works on Roads (works other than minor works)</b>                  |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (20 units)  | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, should or pathway (5 units) | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |

### Colac Livestock Selling Centre

|                                  |   |    |            |            |
|----------------------------------|---|----|------------|------------|
| <b>Agents special sale</b>       |   |    |            |            |
| Agents special sale              | C | 10 | \$190.60   | \$200.00   |
| <b>Agents weekly fee</b>         |   |    |            |            |
| Agents weekly fee                | C | 10 | \$190.60   | \$200.00   |
| <b>All horses</b>                |   |    |            |            |
| All horses                       | C | 10 | \$17.60    | \$17.60    |
| <b>All other cattle</b>          |   |    |            |            |
| All other cattle                 | C | 10 | \$13.50    | \$13.50    |
| <b>Annual licence and rental</b> |   |    |            |            |
| Annual licence and rental        | C | 10 | \$2,377.60 | \$2,377.60 |
| <b>Bobby calves</b>              |   |    |            |            |
| Bobby calves                     | C | 10 | \$5.90     | \$5.90     |
| <b>Bulls flat rate</b>           |   |    |            |            |
| Bulls flat rate                  | C | 10 | \$18.60    | \$18.60    |
| <b>Cows and calves weigh fee</b> |   |    |            |            |
| >5 animals                       | C | 10 | \$3.50     | \$3.50     |
| 1 animal                         | C | 10 | \$4.80     | \$4.80     |
| 2-4 animals                      | C | 10 | \$4.10     | \$4.10     |
| <b>Dairy cattle</b>              |   |    |            |            |
| Dairy cattle                     | C | 10 | \$13.50    | \$13.50    |
| <b>Pigs</b>                      |   |    |            |            |
| Pigs                             | C | 10 | \$3.50     | \$3.50     |
| <b>Private weigh</b>             |   |    |            |            |
| Private weigh                    | C | 10 | \$5.90     | \$5.90     |
| <b>Sheep and lambs</b>           |   |    |            |            |
| Sheep and lambs                  | C | 10 | \$1.10     | \$1.10     |
| <b>Stud cattle</b>               |   |    |            |            |
| Stud cattle                      | C | 10 | \$18.60    | \$18.60    |
| <b>Weighed cattle</b>            |   |    |            |            |
| Weighed cattle                   | C | 10 | \$13.50    | \$13.50    |

### Economic Development

|                                                                 |   |    |         |         |
|-----------------------------------------------------------------|---|----|---------|---------|
| <b>Colac &amp; Great Ocean Road Visitor Information Centres</b> |   |    |         |         |
| <b>Internet &amp; Printing Charges</b>                          |   |    |         |         |
| Per ¼ hour                                                      | C | 10 | \$2.50  | \$0.00  |
| Per hour                                                        | C | 10 | \$9.00  | \$0.00  |
| Printing                                                        | C | 10 | \$0.20  | \$0.20  |
| <b>Guide Services</b>                                           |   |    |         |         |
| Bus Tour                                                        | C | 10 | \$50.00 | \$50.00 |

|                                                                                                                      | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                       | 2016/2017 Fee<br>incl. Tax                                       |
|----------------------------------------------------------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Environment &amp; Community Safety</b>                                                                            |                       |          |                                                                  |                                                                  |
| <b>Animal Control - Effective from 10 April 2015</b>                                                                 |                       |          |                                                                  |                                                                  |
| <b>Registration</b>                                                                                                  |                       |          |                                                                  |                                                                  |
| All other (refer Sch. 2 of Domestic Animal Act 1994)                                                                 | C                     | 0        | \$38.00                                                          | \$38.00                                                          |
| Cat registration – full                                                                                              | C                     | 0        | \$105.00                                                         | \$105.00                                                         |
| Cat registration – micro chipped and de-sexed                                                                        | C                     | 0        | \$17.00                                                          | \$18.00                                                          |
| Cat registration – micro chipped only (reduced fee for micro chipping only applies to cats registered prior to 2014) | C                     | 0        | \$33.00                                                          | \$33.00                                                          |
| Dog registration – full                                                                                              | C                     | 0        | \$114.00                                                         | \$115.00                                                         |
| Dog registration – micro chipped and de-sexed                                                                        | C                     | 0        | \$22.00                                                          | \$24.00                                                          |
| Dog registration – micro chipped only (reduced fee for micro chipped only applies to dogs registered prior to 2014)  | C                     | 0        | \$37.00                                                          | \$37.00                                                          |
| Pensioner discount                                                                                                   | C                     | 0        | 50%                                                              | 50%                                                              |
| Working farm dog                                                                                                     | C                     | 0        | \$22.00                                                          | \$24.00                                                          |
| Declared Dangerous & Menacing Dogs                                                                                   |                       |          | \$110.00                                                         | \$115.00                                                         |
| Pet Shop - Breeding/Boarding Facility Audit Fee                                                                      |                       |          | \$150.00                                                         | \$160.00                                                         |
| <b>Pound Release Fees</b>                                                                                            |                       |          |                                                                  |                                                                  |
| All other                                                                                                            | C                     | 0        | \$30 plus \$10 per head per day                                  | \$30 plus \$10 per head per day                                  |
| Cats                                                                                                                 | C                     | 0        | \$40.00 plus \$5.00 per day                                      | \$40.00 plus \$5.00 per day                                      |
| Cattle/horses                                                                                                        | C                     | 0        | \$80.00 plus \$15.00 per day                                     | \$80.00 plus \$15.00 per day                                     |
| Dogs                                                                                                                 | C                     | 0        | \$60.00 plus \$15.00 per day                                     | \$60.00 plus \$15.00 per day                                     |
| Sheep/pigs                                                                                                           | C                     | 0        | \$41 plus \$10.00 per head per day                               | \$41 plus \$10.00 per head per day                               |
| <b>Events</b>                                                                                                        |                       |          |                                                                  |                                                                  |
| <b>Charitable organisations</b>                                                                                      |                       |          |                                                                  |                                                                  |
| Charitable organisations                                                                                             | C                     | 0        | \$70                                                             | \$75                                                             |
| <b>Other</b>                                                                                                         |                       |          |                                                                  |                                                                  |
| Other                                                                                                                | C                     | 0        | \$160 per event                                                  | \$170.00 per event                                               |
| Wedding on Council controlled/managed land                                                                           | C                     | 0        | \$70                                                             | \$75.00                                                          |
| <b>Fire Prevention</b>                                                                                               |                       |          |                                                                  |                                                                  |
| <b>Administrative fee block slashing (plus cost of slashing)</b>                                                     |                       |          |                                                                  |                                                                  |
| Administrative fee block slashing (plus cost of slashing)                                                            | C                     | 10       | \$167.00                                                         | \$170.00                                                         |
| <b>Local Law Infringement fee – burning of offensive material (2 penalty units)</b>                                  |                       |          |                                                                  |                                                                  |
| Infringement fee – burning of offensive material (2 penalty units)                                                   | S                     | 0        | \$207.00                                                         | \$200.00                                                         |
| <b>Statutory Penalty fee – Failing to comply with fire prevention notice (10 penalty units)</b>                      |                       |          |                                                                  |                                                                  |
| Infringement fee – failing to comply with fire prevention notice (2 penalty units)                                   | S                     | 0        | \$1,508.28                                                       | \$1,517.00                                                       |
| <b>Standpipe water fee – per kilolitre</b>                                                                           |                       |          |                                                                  |                                                                  |
| Standpipe water fee – per kilolitre                                                                                  | C                     | 10       | \$4.40                                                           | \$4.50                                                           |
| <b>Local Laws</b>                                                                                                    |                       |          |                                                                  |                                                                  |
| <b>Local Law No 1</b>                                                                                                |                       |          |                                                                  |                                                                  |
| Alcohol permit                                                                                                       | C                     | 0        | \$115.00                                                         | \$120.00                                                         |
| <b>Local Law No 2</b>                                                                                                |                       |          |                                                                  |                                                                  |
| - Signs (A frame) -Other                                                                                             | C                     | 0        | \$114.00                                                         | \$120.00                                                         |
| Alcohol infringement fee (2 penalty unit)                                                                            | S                     | 0        | \$200.00                                                         | \$200.00                                                         |
| Goods for sale                                                                                                       | C                     | 0        | \$55.00 per m2                                                   | \$60.00 per m2                                                   |
| -Signs (A frame) -Charitable                                                                                         | C                     | 0        | \$57.00                                                          | \$60.00                                                          |
| Street party/festival                                                                                                | C                     | 0        | \$135.00 per event                                               | \$170.00                                                         |
| Tables and chairs                                                                                                    | C                     | 0        | \$110 for 1st table and 4 chairs - then \$25 per seat thereafter | \$115 for 1st table and 4 chairs - then \$30 per seat thereafter |
| Using Council land                                                                                                   | C                     | 0        | \$50 plus \$25 per week                                          | \$50 permit/admin fee plus \$25.00 per week                      |

|                                                                                                                                         | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                             | 2016/2017 Fee<br>incl. Tax                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------------|------------------------------------------------------------------------|
| Vegetation                                                                                                                              | C                     | 0        | \$72.00                                                                | \$75.00                                                                |
| <b>Other</b>                                                                                                                            |                       |          |                                                                        |                                                                        |
| <b>Abandoned or derelict vehicles</b>                                                                                                   |                       |          |                                                                        |                                                                        |
| Abandoned or derelict vehicles                                                                                                          | C                     | 0        | \$230 plus transport & storage                                         | \$250.00 + transport & storage                                         |
| <b>All other permits</b>                                                                                                                |                       |          |                                                                        |                                                                        |
| All other permits                                                                                                                       | C                     | 0        | \$83.00                                                                | \$85.00                                                                |
| <b>Camping</b>                                                                                                                          |                       |          |                                                                        |                                                                        |
| Camping                                                                                                                                 | C                     | 0        | \$62 per week or \$11 per day                                          | \$65.00 p/week or \$12.00 p/day                                        |
| <b>Circus</b>                                                                                                                           |                       |          |                                                                        |                                                                        |
| Circus                                                                                                                                  | C                     | 0        | \$130.00                                                               | \$140.00                                                               |
| <b>Impoundment Fee</b>                                                                                                                  |                       |          |                                                                        |                                                                        |
| Impoundment Fee                                                                                                                         | C                     | 0        | \$130.00                                                               | \$150.00                                                               |
| <b>Public protection (hording permit)</b>                                                                                               |                       |          |                                                                        |                                                                        |
| Public protection (hording permit)                                                                                                      | C                     | 0        | \$25 application fee plus \$6 per m2                                   | \$30 Application Fee plus \$10 per m2                                  |
| <b>Sport Event</b>                                                                                                                      |                       |          |                                                                        |                                                                        |
| Sport Event                                                                                                                             | C                     | 0        | \$65.00                                                                | \$70.00                                                                |
| <b>Parking</b>                                                                                                                          |                       |          |                                                                        |                                                                        |
| <b>All day parking permit (Payable in 6 monthly blocks - Johnstone's Car park only)</b>                                                 |                       |          |                                                                        |                                                                        |
| All day parking permit                                                                                                                  | C                     | 0        | \$16 per week                                                          | \$20.00 per week                                                       |
| <b>Building site on street</b>                                                                                                          |                       |          |                                                                        |                                                                        |
| Parking space charge/permit                                                                                                             | C                     | 0        | \$36 per pay per week or part thereof                                  | \$40.00 per bay per week or part thereof.                              |
| <b>Car parking fines</b>                                                                                                                |                       |          |                                                                        |                                                                        |
| Car parking fines                                                                                                                       | C                     | 0        | \$74.00                                                                | \$75.00                                                                |
| Car parking fines (Statutory Fee)                                                                                                       | S                     | 0        |                                                                        | \$151.00                                                               |
| <b>Disabled parking</b>                                                                                                                 |                       |          |                                                                        |                                                                        |
| Disabled Persons Permit Issue Fee                                                                                                       | C                     | 0        | \$10.00                                                                | \$10.00                                                                |
| Permit replacement fee                                                                                                                  | C                     | 0        | \$5.00                                                                 | \$5.00                                                                 |
| <b>Planning &amp; Building</b>                                                                                                          |                       |          |                                                                        |                                                                        |
| <b>Bonds</b>                                                                                                                            |                       |          |                                                                        |                                                                        |
| <b>Bond for Demolition or Removal of Building (Reg. 323)</b>                                                                            |                       |          |                                                                        |                                                                        |
| Bond for Demolition or Removal of Building (Reg. 323)                                                                                   | S                     | 0        | \$100 per 1sqm of floor area or cost of works, whichever is the lesser | \$100 per 1sqm of floor area or cost of works, whichever is the lesser |
| <b>Bond for Re-erection of Building (Reg. 323)</b>                                                                                      |                       |          |                                                                        |                                                                        |
| Bond for Re-erection of Building (Reg. 323)                                                                                             | S                     | 0        | \$5,000 or the cost of works, whichever is the lesser                  | \$5,000 or the cost of works, whichever is the lesser                  |
| <b>Building Control Charges</b>                                                                                                         |                       |          |                                                                        |                                                                        |
| <b>Application for Place of Public Entertainment (PoPE)</b>                                                                             |                       |          |                                                                        |                                                                        |
| <b>Permit or Temporary Structure</b>                                                                                                    |                       |          |                                                                        |                                                                        |
| Application for Place of Public Entertainment (PoPE) Permit                                                                             | C                     | 10       | \$570 plus \$30 per year for multiple year permits                     | \$590 plus \$30 per year for multiple year permits                     |
| Application for Temporary Structure Siting Permit                                                                                       | C                     | 10       | \$455 plus \$30 per year for multiple year permits                     | \$470 plus \$30 per year for multiple year permits                     |
| Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit                                         | C                     | 10       | \$797 plus \$30 per year for multiple year permits                     | \$820 plus \$30 per year for multiple year permits                     |
| Application for Place of Public Entertainment Permit or Temporary Structure Siting Permit Priority Fee (in addition to application fee) | C                     | 10       | \$228.00                                                               | \$235.00                                                               |



|                                                                                                              | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|--------------------------------------------------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Information charges</b>                                                                                   |                       |          |                            |                            |
| Building plans, plan search                                                                                  | C                     | 10       | \$76.00                    | \$80.00                    |
| Building plans/plan search (archival search)                                                                 | C                     | 10       | \$182.00                   | \$190.00                   |
| <b>Property Information Certificate</b>                                                                      |                       |          |                            |                            |
| Property information Application                                                                             | S                     | 0        | \$49.91                    | \$49.91                    |
| <b>Lodgement fees</b>                                                                                        |                       |          |                            |                            |
| Class 1 & 10                                                                                                 | S                     | 0        | \$37.40                    | \$37.40                    |
| <b>Building Enforcement</b>                                                                                  |                       |          |                            |                            |
| <b>Building Enforcement</b>                                                                                  |                       |          |                            |                            |
| Administration of Building Notice                                                                            | C                     | 10       | \$910.00                   | \$940.00                   |
| Administration of Building Order                                                                             | C                     | 10       | \$570.00                   | \$590.00                   |
| <b>Building Permit Amendments</b>                                                                            |                       |          |                            |                            |
| <b>Permit Amendments</b>                                                                                     |                       |          |                            |                            |
| Permit Amendments                                                                                            | C                     | 10       | \$182.00                   | \$188.00                   |
| Extensions of Time                                                                                           | C                     | 10       | \$182.00                   | \$188.00                   |
| <b>Building Permit Application Fee</b>                                                                       |                       |          |                            |                            |
| <b>All other classes of Occupancy 2-9 inclusive (construction and/or demolition)</b>                         |                       |          |                            |                            |
| Does not exceed \$5,000*                                                                                     | C                     | 10       | \$430.00                   | \$445.00                   |
| Does not exceed \$10,000*                                                                                    | C                     | 10       | \$590.00                   | \$610.00                   |
| Does not exceed \$20,000*                                                                                    | C                     | 10       | \$910.00                   | \$940.00                   |
| Does not exceed \$50,000*                                                                                    | C                     | 10       | \$1,287.00                 | \$1,330.00                 |
| Does not exceed \$100,000*                                                                                   | C                     | 10       | \$2,036.00                 | \$2,105.00                 |
| Does not exceed \$200,000*                                                                                   | C                     | 10       | \$2,841.00                 | \$2,935.00                 |
| Does not exceed \$500,000*                                                                                   | C                     | 10       | \$4,503.00                 | \$4,650.00                 |
| Does not exceed \$600,000                                                                                    | C                     | 10       | 0.62%                      | 0.62%                      |
| Does not exceed \$700,000                                                                                    | C                     | 10       | 0.62%                      | 0.62%                      |
| Does not exceed \$800,000                                                                                    | C                     | 10       | 0.62%                      | 0.62%                      |
| Does not exceed \$900,000                                                                                    | C                     | 10       | 0.62%                      | 0.62%                      |
| Does not exceed \$1,000,000                                                                                  | C                     | 10       | 0.57%                      | 0.57%                      |
| Does not exceed \$1,500,000                                                                                  | C                     | 10       | 0.52%                      | 0.52%                      |
| Does not exceed \$2,000,000                                                                                  | C                     | 10       | 0.52%                      | 0.52%                      |
| Does exceed \$2,000,000                                                                                      | C                     | 10       | 0.41%                      | 0.41%                      |
| <b>Domestic – class 1a Dwellings (construction and demolition), where the value of building work:</b>        |                       |          |                            |                            |
| Does not exceed \$5,000                                                                                      | C                     | 10       | \$472.00                   | \$488.00                   |
| Does not exceed \$10,000                                                                                     | C                     | 10       | \$590.00                   | \$610.00                   |
| Does not exceed \$15,000                                                                                     | C                     | 10       | \$793.50                   | \$820.00                   |
| Does not exceed \$25,000                                                                                     | C                     | 10       | \$885.00                   | \$915.00                   |
| Does not exceed \$50,000                                                                                     | C                     | 10       | \$1,221.00                 | \$1,262.00                 |
| Does not exceed \$75,000                                                                                     | C                     | 10       | \$1,415.00                 | \$1,462.00                 |
| Does not exceed \$100,000                                                                                    | C                     | 10       | \$1,710.00                 | \$1,768.00                 |
| Does not exceed \$150,000                                                                                    | C                     | 10       | \$1,828.00                 | \$1,890.00                 |
| Does not exceed \$200,000                                                                                    | C                     | 10       | \$2,241.00                 | \$2,318.00                 |
| Does not exceed \$250,000                                                                                    | C                     | 10       | \$2,713.00                 | \$2,805.00                 |
| Does not exceed \$300,000                                                                                    | C                     | 10       | \$2,950.00                 | \$3,050.00                 |
| Does exceed \$300,000                                                                                        | C                     | 10       | \$3,775.00                 | \$3,900.00                 |
| <b>Minor Works - Class 10a, 10b &amp; 1ai: Garages, carports, pool/spas &amp; fence where value of work:</b> |                       |          |                            |                            |
| Less than \$5000                                                                                             | C                     | 10       | \$476.00                   | \$476.00                   |
| Between \$5,000 to \$10,000                                                                                  | C                     | 10       | \$590.00                   | \$590.00                   |
| Between \$10,001 to \$20,000                                                                                 | C                     | 10       | \$766.00                   | \$766.00                   |
| More than \$20,000                                                                                           | C                     | 10       | \$885.00                   | \$885.00                   |
| Minor works - Class 10b: Safety Barrier (without pool/spa) & Alterations to Safety Barrier.                  | C                     | 10       | \$170.00                   | \$176.00                   |



|                                                                                            | <u>Council</u><br><u>/Statutory</u> | <u>GST</u><br><u>%</u> | <u>2015/2016 Fee</u><br><u>incl. Tax</u> | <u>2016/2017 Fee</u><br><u>incl. Tax</u> |
|--------------------------------------------------------------------------------------------|-------------------------------------|------------------------|------------------------------------------|------------------------------------------|
| <b>Statutory charge on building permits</b>                                                |                                     |                        |                                          |                                          |
| Building permit levy (cost of building over \$10,000)                                      | S                                   | 0                      | Cost x 0.128% of works                   | Cost x 0.128% of works                   |
| <b>Inspections</b>                                                                         |                                     |                        |                                          |                                          |
| <b>Additional Inspection (charged where additional inspections are required)</b>           |                                     |                        |                                          |                                          |
| Additional Inspection (Domestic) - within 20km radius of Colac                             | C                                   | 10                     | \$194.00                                 | \$200.00                                 |
| Additional Inspection (Commercial) - within 20km radius of Colac                           | C                                   | 10                     | \$261.00                                 | \$270.00                                 |
| Additional Travel - (in addition to additional inspection fee) - more than 20km from Colac | C                                   | 10                     | \$1.00 per Km                            | \$1.00 per Km                            |
| Safety Barrier Inspection Fee                                                              | C                                   | 10                     | 0                                        | \$200.00                                 |
| <b>Essential Safety Measures Assessments</b>                                               |                                     |                        |                                          |                                          |
| <b>Essential Safety Measures Determination</b>                                             |                                     |                        |                                          |                                          |
| Essential Safety Measures Determination                                                    | C                                   | 10                     | \$570.00                                 | \$590.00                                 |
| <b>Swimming Pool/Spa Safety Barrier Audit</b>                                              |                                     |                        |                                          |                                          |
| Safety Barrier Inspection                                                                  | C                                   | 10                     | -                                        | \$220.00                                 |
| <b>Report and Consent Fees</b>                                                             |                                     |                        |                                          |                                          |
| <b>Demolition fee (s. 29A)</b>                                                             |                                     |                        |                                          |                                          |
| Demolition fee (s. 29A)                                                                    | S                                   | 0                      | \$62.56                                  | \$62.56                                  |
| <b>Report &amp; Consent Application</b>                                                    |                                     |                        |                                          |                                          |
| Report & Consent Application                                                               | S                                   | 0                      | \$250.65                                 | \$250.65                                 |
| Report & Consent Application - Charge per notice sent to adjoining properties              | C                                   | 10                     | \$20.00                                  | \$21.00                                  |
| <b>Planning Fees &amp; Charges – Other</b>                                                 |                                     |                        |                                          |                                          |
| <b>Advertising</b>                                                                         |                                     |                        |                                          |                                          |
| Additional signs per site per sign                                                         | C                                   | 10                     | \$60.00                                  | \$0.00                                   |
| Advertising notice sent to individual property owners per letter                           | C                                   | 10                     | \$6.00                                   | \$6.50                                   |
| Advertising sign erected on site                                                           | C                                   | 10                     | \$120.00                                 | \$0.00                                   |
| <b>Application for approval of amended plans under secondary consent</b>                   |                                     |                        |                                          |                                          |
| Application for approval of amended plans under secondary consent                          | C                                   | 10                     | \$135.00                                 | \$170.00                                 |
| <b>Application for Certification of subdivision under Subdivision Act</b>                  |                                     |                        |                                          |                                          |
| Application for Certification of subdivision under Subdivision Act                         | S                                   | 0                      | \$100 plus \$20 per lot                  | \$100 plus \$20 per lot                  |
| <b>Application for Plan of Consolidation</b>                                               |                                     |                        |                                          |                                          |
| Application for Plan of Consolidation                                                      | S                                   | 0                      | \$100.00                                 | \$100.00                                 |
| <b>Application for Rectification of Plan of Subdivision</b>                                |                                     |                        |                                          |                                          |
| Application for Rectification of Plan of Subdivision                                       | S                                   | 0                      | \$100.00                                 | \$100.00                                 |
| <b>Certificate of Compliance</b>                                                           |                                     |                        |                                          |                                          |
| Certificate of Compliance                                                                  | S                                   | 0                      | \$147.00                                 | \$147.00                                 |
| <b>Check Engineering Plans</b>                                                             |                                     |                        |                                          |                                          |
| Check Engineering Plans                                                                    | S                                   | 10                     | 0.75% of value of works                  | 0.75% of value of works                  |
| <b>Engineering Plan prepared by Council</b>                                                |                                     |                        |                                          |                                          |
| Engineering Plan prepared by Council                                                       | S                                   | 10                     | 3.5% of value of works                   | 3.5% of value of works                   |
| <b>Extension of time to planning permits</b>                                               |                                     |                        |                                          |                                          |
| Extension of time to planning permits                                                      | C                                   | 10                     | \$83.00                                  | \$105.00                                 |

|                                                                                                                                                                                                                                                 | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Property Enquiry (does not require extensive research)</b>                                                                                                                                                                                   |                       |          |                            |                            |
| Property Enquiry (does not require extensive research)                                                                                                                                                                                          | C                     | 10       | \$37.00                    | \$40.00                    |
| <b>Property Enquiry (extensive research)</b>                                                                                                                                                                                                    |                       |          |                            |                            |
| Property Enquiry (extensive research)                                                                                                                                                                                                           | C                     | 10       | \$140.00                   | \$150.00                   |
| <b>Satisfaction Matters</b>                                                                                                                                                                                                                     |                       |          |                            |                            |
| Satisfaction Matters                                                                                                                                                                                                                            | S                     | 0        | \$102.00                   | \$102.00                   |
| <b>Supervision of Works</b>                                                                                                                                                                                                                     |                       |          |                            |                            |
| Supervision of Works                                                                                                                                                                                                                            | S                     | 10       | 2.5% of value of works     | 2.5% of value of works     |
| <b>Section 173 Agreements</b>                                                                                                                                                                                                                   |                       |          |                            |                            |
| Amendment to an existing agreement                                                                                                                                                                                                              | C                     | 10       | \$0.00                     | \$150.00                   |
| Removal of an existing agreement                                                                                                                                                                                                                | C                     | 10       | \$0.00                     | \$100.00                   |
| <b>Permit for use of land</b>                                                                                                                                                                                                                   |                       |          |                            |                            |
| Use only                                                                                                                                                                                                                                        | S                     | 0        | \$502.00                   | \$502.00                   |
| <b>To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:</b> |                       |          |                            |                            |
| Single dwelling (\$10,000-\$100,000)                                                                                                                                                                                                            | S                     | 0        | \$239.00                   | \$239.00                   |
| Single dwelling (More than \$100,000)                                                                                                                                                                                                           | S                     | 0        | \$490.00                   | \$490.00                   |
| <b>To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:</b>                                                                                                          |                       |          |                            |                            |
| Other developments (\$10,000 or less)                                                                                                                                                                                                           | S                     | 0        | \$102.00                   | \$102.00                   |
| Other developments (\$10,001-\$250,000)                                                                                                                                                                                                         | S                     | 0        | \$604.00                   | \$604.00                   |
| Other developments (\$250,001-\$500,000)                                                                                                                                                                                                        | S                     | 0        | \$707.00                   | \$707.00                   |
| Other developments (\$500,001-\$1 million)                                                                                                                                                                                                      | S                     | 0        | \$815.00                   | \$815.00                   |
| Other developments (\$1,000,001-\$7 million)                                                                                                                                                                                                    | S                     | 0        | \$1,153.00                 | \$1,153.00                 |
| Other developments (\$7,000,001-\$10 million)                                                                                                                                                                                                   | S                     | 0        | \$4,837.00                 | \$4,837.00                 |
| Other developments (\$10,000,001-\$50 million)                                                                                                                                                                                                  | S                     | 0        | \$8,064.00                 | \$8,064.00                 |
| Other developments (more than \$50,000,000)                                                                                                                                                                                                     | S                     | 0        | \$16,130.00                | \$16,130.00                |
| To subdivide an existing building                                                                                                                                                                                                               | S                     | 0        | \$386.00                   | \$386.00                   |
| To subdivide land into two lots                                                                                                                                                                                                                 | S                     | 0        | \$386.00                   | \$386.00                   |
| To effect a realignment of a common boundary between lots or to consolidate two or more lots                                                                                                                                                    | S                     | 0        | \$386.00                   | \$386.00                   |
| All other subdivisions                                                                                                                                                                                                                          | S                     | 0        | \$781.00                   | \$781.00                   |
| An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987                                                                | S                     | 0        | \$249.00                   | \$249.00                   |

|                                                                                                                                                                      | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right-of-way.                         | \$                    | 0        | \$541.00                   | \$541.00                   |
| To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement other than a right of way in a Crown. | \$                    | 0        | \$404.00                   | \$404.00                   |
| <b>(b) Amendments to Permits – Set by Statute</b>                                                                                                                    |                       |          |                            |                            |
| <b>1</b>                                                                                                                                                             |                       |          |                            |                            |
| Change of use only                                                                                                                                                   | \$                    | 0        | \$502.00                   | \$502.00                   |
| <b>2</b>                                                                                                                                                             |                       |          |                            |                            |
| To amend a permit other than a single dwelling                                                                                                                       | \$                    | 0        | \$502.00                   | \$502.00                   |
| <b>3</b>                                                                                                                                                             |                       |          |                            |                            |
| Single dwelling (\$10,000-\$100,000)                                                                                                                                 | \$                    | 0        | \$239.00                   | \$239.00                   |
| <b>4</b>                                                                                                                                                             |                       |          |                            |                            |
| Single dwelling (More than \$100,000)                                                                                                                                | \$                    | 0        | \$490.00                   | \$490.00                   |
| <b>5</b>                                                                                                                                                             |                       |          |                            |                            |
| Other developments (\$10,000 or less)                                                                                                                                | \$                    | 0        | \$102.00                   | \$102.00                   |
| <b>6</b>                                                                                                                                                             |                       |          |                            |                            |
| Other developments (\$10,000-\$250,000)                                                                                                                              | \$                    | 0        | \$604.00                   | \$604.00                   |
| <b>7</b>                                                                                                                                                             |                       |          |                            |                            |
| Other developments (\$250,000-\$500,000)                                                                                                                             | \$                    | 0        | \$707.00                   | \$707.00                   |
| <b>8</b>                                                                                                                                                             |                       |          |                            |                            |
| Other developments (\$500,000-\$1million)                                                                                                                            | \$                    | 0        | \$815.00                   | \$815.00                   |
| <b>9</b>                                                                                                                                                             |                       |          |                            |                            |
| Other amendments                                                                                                                                                     | \$                    | 0        | \$386.00                   | \$386.00                   |
| <b>(c) Planning Scheme Amendment Fees – Set by Statute</b>                                                                                                           |                       |          |                            |                            |
| <b>i.</b>                                                                                                                                                            |                       |          |                            |                            |
| Considering a request for an Amendment                                                                                                                               | \$                    | 0        | \$798.00                   | \$798.00                   |
| <b>ii.</b>                                                                                                                                                           |                       |          |                            |                            |
| Independent panel (considering submissions which seek a change to an Amendment)                                                                                      | \$                    | 0        | \$798.00                   | \$798.00                   |
| <b>iii.</b>                                                                                                                                                          |                       |          |                            |                            |
| Adoption of Amendment by Responsible Authority                                                                                                                       | \$                    | 0        | \$524.00                   | \$524.00                   |
| <b>iv.</b>                                                                                                                                                           |                       |          |                            |                            |
| Consideration of a request to approve an Amendment (by the Minister for Planning)                                                                                    | \$                    | 0        | \$798.00                   | \$798.00                   |

## Appendix B Budget processes

This section lists the Budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual Budget for each financial year. The Budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2016/17 Budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The Budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the Budget.

In advance of preparing the Budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the Budget, within this broader context, begins with Officers preparing the operating and capital components of the annual Budget during January and February. A draft consolidated Budget is then prepared and various iterations are considered by Council at informal briefings during March and April. A 'proposed' Budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the Budget. It must give 28 days notice of its intention to adopt the proposed Budget and make the Budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the Budget by Council.

To assist interested persons to understand the Budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the Budget after receiving and considering any submissions from interested parties. The Budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the Budget process are summarised below:

| Budget process                                               | Timing  |
|--------------------------------------------------------------|---------|
| 1. Officers update Council's long term financial projections | Dec/Jan |
| 2. Officers prepare operating and capital Budgets            | Jan/Feb |
| 3. Councillors consider Budgets at informal briefings        | Mar/Apr |
| 4. Proposed Budget submitted to Council for approval         | April   |
| 5. Public notice advising intention to adopt Budget          | April   |
| 6. Budget available for public inspection and comment        | April   |
| 7. Public submission process undertaken                      | May/Jun |
| 8. Submissions period closes (42 days)                       | Jun     |
| 9. Submissions considered by Council/Committee               | Jun     |
| 10. Budget and submissions presented to Council for adoption | Jun     |
| 11. Copy of adopted Budget submitted to the Minister         | Jul     |
| 12. Revised Budget where a material change has arisen        |         |





# Council Plan 2013-2017

*Revised 22 June 2016*



*Banksia in bloom in the Colac Botanic Gardens.*

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## Executive Summary

Welcome to our Council Plan 2013-2017, which is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the four-year life of the plan.

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

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects also underpin our goals and strategies and are contained in our Annual Operational Plan.

### Our Community

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of and National Park and Forest Park. Our estimated population for 2014 is 20,501. Our Shire experiences a higher employment rate, 97% (full time, 57%; part time, 40%) than for regional Victoria, at 94.8%.

### Our Vision - Our Challenges

Our vision for the community is for a sustainable, vibrant future. Along the way we face a number of key challenges, these are:

- *Financial constraints.* Financial sustainability is a key challenge with limited capacity to raise funds through traditional means, resulting in the need to find a balance between the financial burden faced by the community and the ability to meet future needs and aspirations. The introduction of rate capping by the State Government challenges Council to become more adept and innovative in how we do business to enable the ongoing delivery of our diverse range of services.
- *Complex Regulatory Environment.* Colac Otway Shire operates in a highly regulated environment, with complex planning and building control systems administered by the State Government. These have an important purpose but in some instances have the effect of discouraging development and being unnecessarily complex for the public and Council alike.
- *Influencing our Economy* - by helping to facilitate growth in the local economy which builds on the strengths of the region and contributes to creating a vibrant and engaging environment that attracts investment.
- *Ageing population.* Our demographic indicates a significant ageing population, which presents challenges for the future provision of services.
- *Significant levels of disadvantage.* Research highlights that the particular challenges faced by our community are in the areas of Early Years, Youth, access to technology and diverse housing types.
- *Public transport networks.* Poor public transport infrastructure impacts those groups in our community that need to travel to access health, tourism, recreation facilities and other services.
- *Climate change.* The effects of climate change will have social and environmental impacts, effect current infrastructure and has implications for future planning and development.
- *Assets – renewal, maintenance and new.* The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows.
- *Bushfire Recovery.* The Christmas Day fires destroyed 109 dwellings in Wye River and Separation Creek and left many more damaged. The ongoing challenge is the clean-up of the bushfire damaged properties and to rebuild the infrastructure and the communities.

### Our response

We will address these challenges through a combination of direct action and strong advocacy by Council. We will also strengthen partnerships with our community, State and Federal Government and the private sector.

## Our Vision, Mission and Values

### Vision

A sustainable community with a vibrant future

### Mission

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community

### Values

|           |                                                                                                                                                                                                                                                                   |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Respect   | Be open and consistent in our dealings with people and respect their views.<br>Continually work on developing relationships built on trust. Treat others as we would like others to treat us. Acknowledge the opinions of others and their right to be different. |
| Integrity | We will work in an open and transparent way, ensuring our processes, decisions and actions are ethical, responsible and honest.                                                                                                                                   |
| Goodwill  | We will have an attitude of kindness or friendliness and build a good relationship with our customers and community.                                                                                                                                              |
| Honesty   | We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions.                                                                                                                                                               |
| Trust     | We will act honestly, openly and fairly to build levels of trust.                                                                                                                                                                                                 |

### Our Commitment

We commit to being open and responsive to community needs; to being an effective Council, and to strive to make our Shire an inclusive, safe and desirable place to live.



## Mayor and CEO's Message



*Mayor, Cr Frank Buchanan and CEO Sue Wilkinson*

### **We welcome you to the 2013-2017 Council Plan.**

The Council Plan is based on what Council understands to be most important to people's lives, their hopes and aspirations, and what kind of Shire we all want in the years ahead. This information comes from community consultation and research.

The Council Plan 2013-2017 is Colac Otway Shire's key corporate document; it is a high level plan that sets out our goals, key strategic activities and performance indicators for the four-year life of the plan. It is underpinned by the annual operational plan (financial year based), which provides the detail of the works and activities to be achieved.

Our plan is structured around four key themes or 'pillars'. These are: Good Governance, A Planned Future, A Place to Live and Grow and A Healthy Community and Environment.

### **The important things**

Council developed this Plan through a collaborative process with key stakeholders: elected Councillors, the organisation, the general community, business groups and progress associations. We conducted 14 community forums around the Shire during February/March 2013 to help us build this plan. For the first time we used social media and our website to help us more actively engage the younger members of our community. Also taken into consideration were the results of detailed research undertaken on key factors and issues impacting on the future growth and development of the Shire.

The Council Plan guides our financial plans, the annual budget, annual operational plans and continuous improvement of our services. Other key plans such as the Municipal Public Health Plan, Strategic Resource Plan, Long Term Financial Plan and Budget as well as business plans and specific topic strategies are aligned to the Council Plan.

Progress against our performance indicators is measured quarterly. Results are reported to Council and in the publication of our Annual Report.

This document also describes how the Council organisation is managed to achieve benefits for the community. It also provides some information about the Colac Otway Shire community itself.

**Cr Frank Buchanan**  
Mayor

**Sue Wilkinson**  
Chief Executive Officer

## Our Council



**Cr Frank Buchanan**  
Mayor

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## How Council Operates

Our seven Councillors make up Colac Otway Shire Council, a statutory body constituted under the *Local Government Act 1989*. Council is responsible for setting the organisation's strategic objectives and for making decisions on the activities and key issues that impacts the liveability of our community. It also promotes policy and ensures that the organisation performs effectively on behalf of the community.

The Mayor is elected by the other councillors and is the leader of the Council, chairs council meetings and represents the Shire at important government, business and community meetings. The Mayor acts as the ceremonial head at civic events.

Councillors attend formal council meetings and community meetings. They also represent the council at civic events and functions and attend to issues raised by the community. The Council is responsible for making statutory decisions, approval of policy, advocacy and the appointment of the Chief Executive Officer.

### Council Meetings

Council meetings are generally held on the 4<sup>th</sup> Wednesday of each Month and are open to the public. Council meetings are held at the Council offices in Colac, with two meetings a year held in Apollo Bay and one in Birregurra. Council's meeting agendas and minutes are available on the Colac Otway Shire website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

Committee appointments are made annually by Council. Committees of Council are as follows:

| Committee                                              | Purpose/Comments                                                                                                                                                                                                                                       |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit Committee<br>(Advisory Committee)                | To review financial and risk management systems and assist Council to carry out its corporate governance responsibilities. It has an independent member as the chairperson.                                                                            |
| Australia Day Advisory Committee                       | To review nominations and select Australia Day Award winners in the various categories.                                                                                                                                                                |
| Festival & Events Support Scheme<br>Advisory Committee | To consider the applications received for the Festival & Events Support Scheme and make any recommendations to Council on any strategic directions for specific events or the Support Scheme.                                                          |
| Grants/Community Funding<br>Advisory Committee         | To consider the applications received for the Community Funding program and make recommendations on any strategic directions for the specific projects or funding programs.                                                                            |
| Planning Committee<br>(Special Committee)              | To consider and determine all matters referred to it pursuant to the instrument of delegation, matters relating to strategic issues, receiving regular reports on key performance indicators, and other matters referred to the Committee as seen fit. |
| Small Town Improvement Program<br>Advisory Committee   | To consider the applications received for the Small Town Improvement Program.                                                                                                                                                                          |

**Note:** A number of the committees include external members and staff.

On an annual basis, Council also appoints Councillors to a number of other committees and external bodies.

## Our Organisation



## Our Shire Profile

### Location and history

Colac Otway Shire is located in Victoria's south west within a two hour drive of Melbourne, and approximately an hour to the large regional cities of Geelong to the east and Warrnambool to the west.

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of Forest Park and National Park.

Development in the Shire dates from the 1850s when pastoralists and timber-getters established themselves in the areas around Colac. Colac experienced significant growth in the first half of the 20th century as it became the major service centre to the agricultural areas to the north and the timber getting areas to the south. Apollo Bay was established in the 1860s as a port for the timber being harvested in the Otway Ranges. The construction of the Great Ocean Road in the 1930s opened up the coastal strip for development and in more recent years Apollo Bay has established itself as a holiday destination.

### People

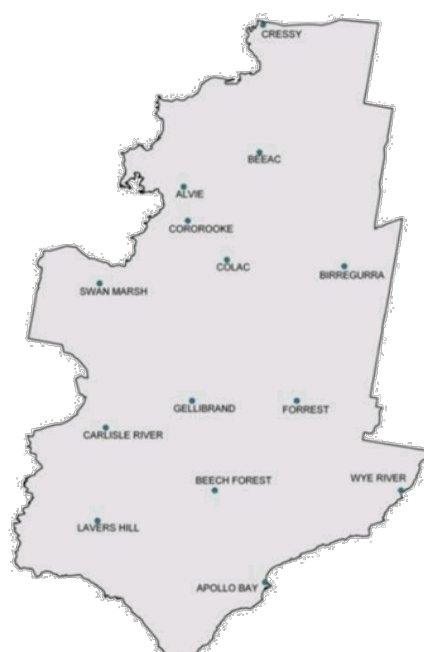
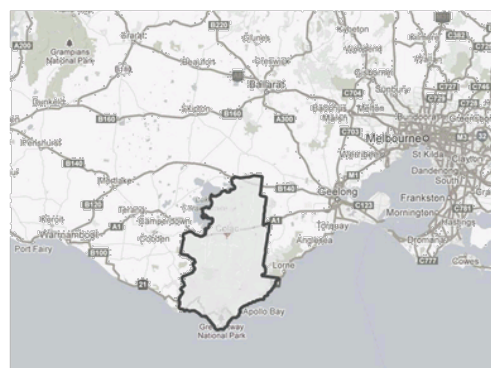
Our estimated population for 2015 is 20,501. The forecast through to 2036 is for a growth of approximately 0.53% per annum; however we expect this to increase once the dual highway to Geelong is completed as it will open up the region making commuting an attractive option for both the local population and for those seeking a lifestyle change.

Growth over the coming 21 years is also predicted to be steady; however with an increasingly ageing population.

### Age Structure

Age structure is an important indicator of an area's residential role and function and how it is likely to change in the future. The age structure of a population is usually indicative of an area's era of settlement and provides key insights into the level of demand for services and facilities, as most services and facilities are age-specific.

|               |       |
|---------------|-------|
| 0 – 4 years   | 6.0%  |
| 5 – 19 years  | 19.4% |
| 20 – 34 years | 14.8% |
| 35 – 59 years | 34.0% |
| over 60 years | 25.6% |



### The Shire at a Glance

Area: 3,433 sq kilometres.  
Length of Local Roads: 1,632 kilometres.  
Coastline: 95 kilometres.  
Forest and National Park: 110,000 hectares.  
Estimated population: 20,225  
Population born overseas: 7.5%  
Population growth rate: -1.21%  
Employment rate: 97% (full time, 57%)  
Rateable properties: 15,049



### **Education and Employment**

Young people in Colac Otway Shire tend to leave school earlier and are less inclined to go to university, compared with regional Victoria. Overall, 41% of the population left school at Year 10 or below, and 31.9% went on to complete Year 12 or equivalent, compared to 39.0% and 35.6% respectively for regional Victoria.

On the other hand, our Shire experiences a higher employment rate, 96.3% (full time, 55.3%; part time, 38.3%) when compared with regional Victoria, at 94.8%.

The major industry sectors are:

- Manufacturing (1,204 persons or 12.7%)
- Health Care and Social Assistance (1,197 persons or 12.6%)
- Agriculture, Forestry & Fishing (1,134 persons or 12.0%)
- Retail Trade (992 persons or 10.5%)
- Tourism (807 persons or 8.5%)
- Education and Training (568 persons or 6%)
- Public Administration and Safety (includes Local Government) (460 persons or 4.8%)

In combination, these industries employed a total of 6,248 people or 74% of the employed resident population.

### **Housing**

The housing market in our Shire shows distinct variations. Colac and the rural areas primarily provide housing for families, with rural areas recording some population decline in recent years due to ongoing structural change in agriculture and the ageing of the population.

By contrast, our coastal areas have a dual housing market focussed on families and retirees. However, the vacancy rates are extremely high, reflecting their role and function as holiday destinations. It is expected that demand for housing in the coastal areas will predominantly come from further afield, such as Geelong and Melbourne.

There are significant differences in the supply of residential property within the Shire, which will have a major influence during the next five to ten years due to changing needs. New development opportunities have been identified in Elliminyt and the coastal areas, while the established areas of Colac and the rural areas have relatively low numbers of new dwellings expected over the forecast period.

#### **Sources**

Australian Bureau of Statistics Census 2011  
.id Consulting, Melbourne 2016  
REMIPLAN 2012

## Challenges Facing Council

The challenges we face can be clustered into two broad areas, these are:

1. **Council specific challenges** – these challenges are directly under the control or responsibility of Council and Council will need to decide if the challenge requires a strategic response and resource allocation.
2. **Broad Shire community challenges** – these liveability issues are faced by the whole Shire, not just the Council as a Local Government Authority, and therefore require multi-agency collaboration if they are to be addressed. Council therefore has a choice whether it gets involved through a leadership, advocacy, facilitation or participant role in addressing the challenge.

Our major current and future challenges are identified below. We will address these challenges through a combination of direct action and strong advocacy by Council. We will also strengthen partnerships and collaboration with our community and the State and Federal Government, along with the private sector. The challenges identified below have informed the development of our Council Plan, our Goals and Key Strategic Activities.

### Financial Constraints

Council has limited capacity to raise funds through traditional means i.e. rates. This results in a tension in finding a balance between the financial burden faced by the community and the ability to meet future needs and aspirations. The introduction of rate capping by the State Government challenges Council to become more adept and innovative in how we do business to enable the ongoing delivery of our diverse range of services.

### Complex Regulatory Environment

Colac Otway Shire operates in a highly regulated environment, with complex planning and building control systems administered by the State Government.

Given the topography and location of the Shire, properties along the southern extent of the Shire are burdened by an array of zones and overlay controls that apply to ensure that important land use and development issues are addressed. These issues range from protecting water quality in declared water catchments, protection of nationally significant landscapes, avoiding landslip potential, protecting significant flora and fauna, responding to bushfire threat and protecting the valued neighbourhood character of the smaller coastal towns. In many areas there is a concentration of these planning controls.

Whilst these controls have an important purpose, they in some instances have the effect of discouraging development and being unnecessarily complex for the public and Council alike.

### Influencing our Economy

A key challenge for council is to help facilitate growth and change in the local economy, building on the strengths of the region. The agriculture, forestry, fishing, manufacturing and tourism sectors all play an important economic role for the shire and its future. Council can contribute to creating a vibrant and engaging environment that welcomes investment and growth in these sectors combined with sustainable residential growth and community support services. Building economic opportunities will also rely on advocacy for key infrastructure upgrades and transport links to support key business development.

### Ageing Population

Colac Otway Shire has a growing ageing population, which presents challenges to future planning for:

- community care services
- arts, culture and open space facilities and events
- infrastructure to ensure accessibility
- pressure will increase for access to:
  - age-friendly built environment

- appropriate housing
- health services, especially outlying areas
- transport opportunities throughout the shire
- internet throughout the shire
- community events throughout the shire.

An ageing population also has workforce implications, with a potential mass exodus of 'baby boomers' related to retirement and consequent loss of talent and experience.

#### **Significant Levels of Disadvantage**

Colac Otway Shire has pockets of high socio-economic disadvantage characterised by lower incomes, education and skill levels, alongside higher levels of unskilled occupations, family and health issues. There has been a 340% increase in reports of family violence in the Colac Otway Shire between 2010 and 2015, impacting profoundly on women and children.

The median net income of couple families is comparatively low, the proportion of sole parent families is higher than that for the rest of Victoria and education attainment for parents is lower.

#### **Early Years**

This has implications for early years' development including:

- Early years' service provision. Overall demand for services is higher and the proportion of complex cases is greater. It is critical that services are affordable and physically accessible.
- A higher level of children in Colac Otway are specifically vulnerable in physical health and wellbeing, emotional maturity, communication skills and general knowledge.

#### **Youth**

- We lose significant numbers of young adults as they seek employment and education and training opportunities in larger centres. This is a trend common to most rural and regional areas in Australia; however it is a particular issue for our Shire.
- Ongoing issues with helping young people find a sense of place and connection.
- The latest Census shows that 57.2% of students in Colac otway completed Year 12 or equivalent. This is well below the Australian average of 75.4% . The Great South Coast Councils' Beyond the Bell Project has set a goal to raise this rate to 90% over a ten year period. Increased educational achievement in the region is a community issue because it is a limiting factor for both the life chances of individuals and the regional economy.

#### **Access to technology**

- Colac Otway has the highest proportion of homes without internet connection of all Great South Coast municipalities, 19% below the Victorian average and the lowest in the Barwon South West.
- Growing community demand to communicate with Council via social media.
- Demand for increased online services.
- Access to the National Broadband Network (NBN) is expected to be available in Colac, Colac East and Elliminyt beginning in February 2016 and across many other parts of the Shire by mid-2016.

#### **Access to diverse housing types**

There is a growing demand for different types of residential property within the Shire to meet the needs of different age groups, especially the older section of the population. This will increase over the next five to ten years. There is also an emerging need to accommodate potential surges in population associated with new industrial development or construction projects. The need to service these different markets needs to be considered holistically.



### **Transport Network**

The condition of State Government managed key arterial routes within the shire will be an enduring challenge. The threat to the Great Ocean Road from storm surges and rising sea levels in particular, is an issue that could threaten the tourism industry, which is a major employment sector within the shire. There is increasing pressure and growing need to increase public transport services including:

- Connection with Geelong
- Connection within the Shire e.g. Apollo Bay – Colac
- Within the city of Colac

The potential for significant increases in road freight volumes will impact on liveability and tourism values across the shire. Responses to this may need to include:

- Supporting VicRoads to develop appropriate truck routes throughout the shire.
- Improved pedestrian and cycling infrastructure

### **Climate Change**

Implications for future planning and development:

- Minimise the impact of human settlement on the environment and protect significant landscapes and natural assets, including the natural functions of the region's waterways, wetlands, riparian areas (on or relating to the banks of a natural watercourse) and floodplains.
- Continued pressure for development along the coast for lifestyle choice and holiday destinations creates environmental and service delivery challenges.
- Development of the area immediately surrounding coastal settlements and further development of existing, old subdivisions will continue to generate policy challenges and can create long-term transport, health service and employment issues.
- Potential need to relocate or reinforce infrastructure and assets.
- Increase community resilience to extreme climate events such as heatwaves, floods and drought.

### **Assets – Renewal, Maintenance and New**

The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows. Other issues include:

- Major drainage issues across the Shire.
- Asset renewal, maintenance and provision of new infrastructure. Assets include roads, footpaths, drainage, bridges, public spaces, buildings and recreation facilities.
- The current standards do not meet community expectations.
- There is an unfunded community infrastructure renewal gap.

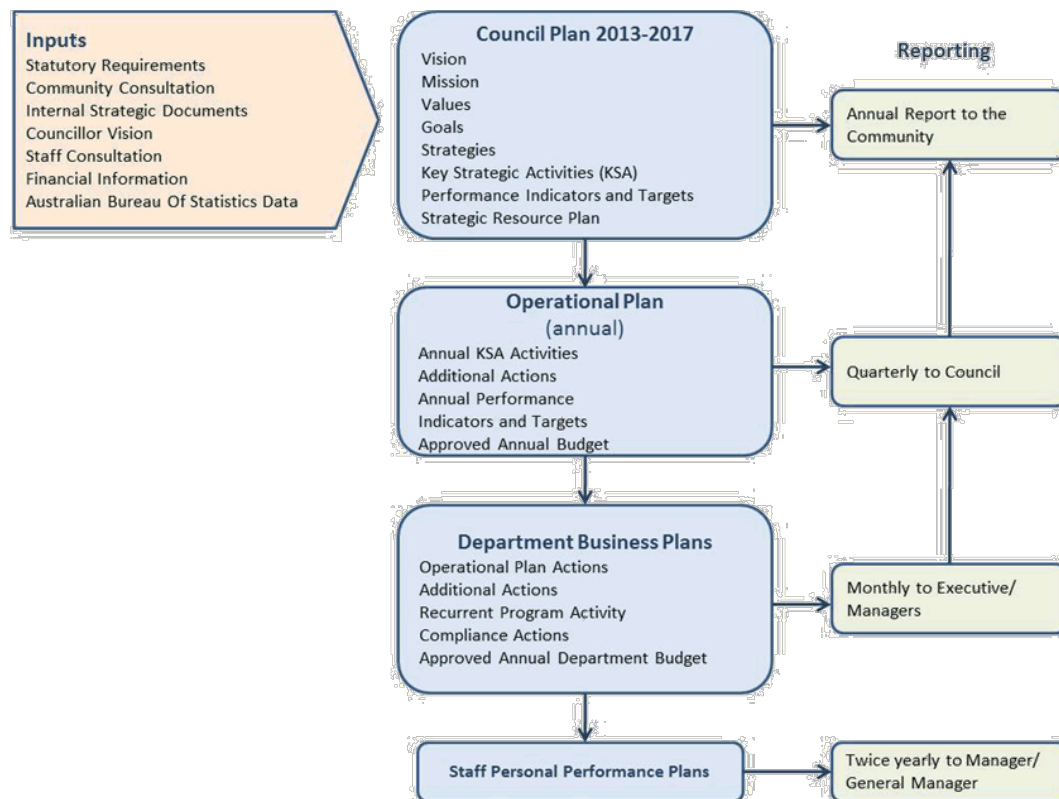
### **Bushfire Recovery**

The Christmas Day fires in the Otways destroyed 109 dwellings in Wye River and Separation Creek and left many more damaged. Colac Otway Shire faces an ongoing challenge to ensure the clean-up of the bushfire damaged properties and to rebuild the infrastructure and the communities. There are a range of challenges ahead for the Shire including:

- Ensuring public safety in and around fire affected areas
- Facilitating the economic recovery of the region
- Ensuring individuals have access to psycho-social support services
- Rebuilding the community connectedness
- Managing the environmental impacts of the fires – both short and long term
- Streamlining of planning regulations to facilitate rebuilding lost homes
- Ensuring costs associated with fire recovery activities are recovered from State and Federal funding sources and do not adversely impact on the finances of the Shire

## Council's Integrated Planning Framework

Our integrated planning framework illustrates Council's planning and reporting cycle, which is structured around the Council Plan, our key corporate strategic document. It is underpinned by the Colac Otway Shire annual Operational Plan, along with Department Business Plans that support the achievement of our Council Plan strategies.



### Continuous Improvement

Colac Otway Shire is committed to continuous improvement, ensuring we derive the best value from the resources we use and deliver the best possible services for our community.

Councils are required by the *Local Government Act 1989* to ensure their services take into account the following Best Value principles:

- Specific quality and cost standards for every Council service
- Responsiveness to community needs
- Accessibility and appropriately targeted services
- Continuous improvement
- Regular community consultation on all services and activities
- Frequent reporting to the community

Council applies these principles to continuously improve strategic and service planning as well as service delivery. This ongoing improvement assists Council to maintain flexibility and provide resources to meet the community's needs, thereby building on our commitment to provide high quality, value for money services and facilities that promote community wellbeing.

## Pillars, Goals and Key Strategic Activities

The Council Plan is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the four years from 2013 to 2017. The Council Plan is underpinned by annual operational plans (financial year based) that provide the detail of the works and activities to be achieved.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects also underpin our goals and strategies and are contained in our Annual Operational Plan (see page 14 for Council's integrated planning framework).

Our plan is structured around four key themes or 'pillars'. These are:

### 1. Good Governance

means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### **Our Goal:**

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

### 2. A Planned Future

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

#### **Our Goal:**

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

### 3. A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

#### **Our Goal:**

Improve access to buildings, spaces, services and education to support and enable quality of life.

### 4. A Healthy Community and Environment

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

#### **Our Goal:**

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

## Key Strategic Activities

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

## Pillar 1: Good Governance

means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

### This is about:

- Effective Governance
- Excellence in Local Government
- The Best Place to Work
- Engaging with the Community
- Customer Focus

### Services/Activities:

- Governance
  - Corporate
  - Democratic
- Local Laws (ensuring adequacy and currency of laws)
- Resource Management (maintaining the assets we use to deliver services to the community):
  - Assets e.g.:
    - ✓ Plant
    - ✓ Vehicles
    - ✓ Information Management Systems
- Our People
- Finance

### Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

### Strategies

1. Transparent and accountable decision making.
2. Prudent and accountable financial, asset, risk and resource management.
3. Effective community engagement and participation.
4. Embed an organisation culture of a high performance, service excellence and safety.

### Key Strategic Activities

|                                             | Performance Indicators                                                                    | Targets |
|---------------------------------------------|-------------------------------------------------------------------------------------------|---------|
| Implement Council's internal audit program. | Complete internal audits as per audit schedule.                                           | 100%    |
|                                             | Respond to all audit recommendations.                                                     | 100%    |
|                                             | Budget met with a tolerance of                                                            | =/- 5%  |
| Preparation for 2016 Council elections.     | All governance requirements met in accordance with the <i>Local Government Act 1989</i> . | 100%    |
| Post-election induction of Councillors.     | Program developed and induction completed.                                                | 100%    |
| Council Plan 2017-2021 adopted.             | Background research for Council Plan completed.                                           | 100%    |
|                                             | Community engagement strategy developed and implemented.                                  | 100%    |
|                                             | Adoption of the Council Plan.                                                             | 100%    |
| Review of the Long Term Financial Plan.     | Review completed.                                                                         | 100%    |
| Ongoing review of Council services.         | Outcomes of the Planning Services review implemented.                                     | 100%    |

## Pillar 2: A Planned Future

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

### This is about:

- Places and Buildings
- Travel and Transport
- Activity and Economy

### Services/Activities:

- Land use and planning
- Economic development
- Tourism
- Infrastructure (planning for the built environment and future growth needs – improving access to services)
- Emergency management planning
- Port of Apollo Bay

### Our Goal:

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

### Strategies

1. Plan for future land use to respond to population growth and changing needs.
2. Develop an integrated response to meet future infrastructure needs.
3. Advocate for improved public transport.
4. Promote local business, services and foster employment opportunities.
5. Grow tourism to support the local economy.

### Key Strategic Activities

|                                                                                                    | Performance Indicators                                                                                           | Targets |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------|
| Colac 2050 Plan                                                                                    | Draft Commercial and Industry Land Use Strategy completed.                                                       | 100%    |
|                                                                                                    | Amendment to implement the Commercial and Industry Land Use Strategy completed.                                  | 100%    |
|                                                                                                    | Draft 2050 report prepared.                                                                                      | 100%    |
| Economic Development Strategy implementation                                                       | Staged implementation of the Economic Development Strategy                                                       | 100%    |
| Community infrastructure and asset renewal plan.                                                   | Develop Asset Management Plans for key community infrastructure types.                                           | 100%    |
|                                                                                                    | Develop an Asset Renewal Plan with forward projections of funding requirements.                                  | 100%    |
|                                                                                                    | Identified asset renewal priorities funded.                                                                      | 100%    |
| Develop a Colac Otway Shire Footpath Strategy.                                                     | Strategy Developed                                                                                               | 100%    |
| Staged implementation of the Colac CBD & Entrances Project.                                        | Stage 3: Inner Eastern Entrance completed.                                                                       | 100%    |
|                                                                                                    | Budget met with a tolerance of                                                                                   | =/- 5%  |
| Apollo Bay Harbour Master Plan.                                                                    | Stage 1: Amendment to the Colac Otway Shire Planning Scheme to rezone the harbour to Special Use Zone completed. | 100%    |
|                                                                                                    | Stage 2: Expression of Interest process completed for preparation of a Development Plan.                         | 100%    |
|                                                                                                    | Stage 1: Complete former Colac High School site land rezoning.                                                   | 100%    |
| Acquisition of 30% of the former Colac High School site for public open space.                     | Stage 2: Complete acquisition process for 30% of former school.                                                  | 100%    |
|                                                                                                    | Stage 1: Master Plan priority projects identified                                                                | 100%    |
| Great Ocean Road Tourism Destination Master Plan Implementation.                                   | Stage 2: Implementation strategy developed.                                                                      | 100%    |
|                                                                                                    | Red tape reduction planning scheme amendment includes heritage overlay changes.                                  | 100%    |
| Review mapping of the heritage overlay to inform the red tape reduction planning scheme amendment. |                                                                                                                  |         |



### Pillar 3: A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.

#### This is about:

- Health and Wellbeing services
- Places and Buildings
- Skills development and Education

#### Services/Activities:

- Arts and culture (management of Colac Otway Performing Arts and Cultural Centre)
- Sport and Recreation facilities (management of Bluewater leisure centre etc)
- Older Persons and Ability Support Services
  - Community ambassadors (improving liveability for older people in small communities)
  - Home Care
  - Home maintenance
  - Meals on wheels
- Maternal and Child Health
- Family Services
- Library Facilities
- Infrastructure (maintaining the built environment):
  - Roads
  - Footpaths
  - Bridges
  - Buildings
  - Parks and gardens

#### Our Goal:

Improve access to buildings, spaces, services and education to support and enable quality of life.

#### Strategies

1. Address the health and wellbeing needs of people of all ages and abilities.
2. Advocate for access to an increased range of education and training opportunities.
3. Increase the diversity of arts, culture and social spaces.
4. Maintain existing infrastructure.

#### Key Strategic Activities

|                                                                   | Performance Indicators                                                                               | Targets  |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------|
| Develop and implement the Public Health and Wellbeing Plan.       | Plan developed.                                                                                      | 100%     |
|                                                                   | Plan implemented.                                                                                    | 100%     |
|                                                                   | Budget met with a tolerance of                                                                       | =/- 5%   |
| Staged implementation of the Beechy Precinct development program. | \$11.8 million Bluewater leisure centre redevelopment completed.                                     | 100%     |
|                                                                   | Budget met with a tolerance of                                                                       | =/- 2.5% |
| Staged implementation of the Open Space Strategy.                 | Priority actions implemented.                                                                        | 100%     |
|                                                                   | Budget met with a tolerance of                                                                       | =/- 5%   |
| Implement the asset renewal and maintenance programs.             | Asset renewal project completion                                                                     | 90%      |
|                                                                   | Budget met with a tolerance of                                                                       | =/- 3%   |
|                                                                   | Inspect and maintain Council's road and footpath assets in accordance with the Road Management Plan: |          |
|                                                                   | • Inspections completed as per schedule.                                                             | 100%     |
|                                                                   | • Maintenance responsiveness.                                                                        | 85%      |
|                                                                   | Road and footpath maintenance budget met with a tolerance of                                         | =/- 1.5% |

|                                                                                                                            | Performance Indicators                        | Targets |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------|
| Joint implementation of the Beyond the Bell/GROW projects to increase Year 12 attainment and local opportunities for work. | Key objectives for first 12 months initiated. | 100%    |
|                                                                                                                            | Budget met with a tolerance of                | =/-5%   |
| Develop a Property Management Plan                                                                                         | Property Management Plan completed.           | 100%    |



Hiking overland to Apollo Bay

## Pillar 4: A Healthy Community and Environment

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

### This is about:

- Places and Buildings
- Community Wellbeing and Safety
- Events
- Sport and Recreation
- The Environment

### Services/Activities:

- Sport and Recreation activities
- Events
- Arts and Culture activities
- Compliance activities (keeping the community safe)
- Emergency management coordination
- Environmental Health activities
- Onsite Wastewater Management
- Food inspections
- Immunisation
- Environmental Sustainability
  - Waste Management
  - Water use
  - Power consumption
  - Climate change
  - Street lighting

### Our Goal:

Respect cultural differences, support a range of healthy and creative activities, foster community safety and promote environmental sustainability.

### Strategies

1. Encourage active participation in recreation, arts and leisure pursuits.
2. Promote respect and inclusion of social and cultural differences.
3. Increase environmental sustainability through direct initiatives and advocacy.
4. Protect and care for the natural environment.
5. Support community safety initiatives, local law enforcement and emergency management.

### Key Strategic Activities

|                                                                                             | Indicators                                               | Target  |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement the relevant stages of the Environment Strategy 2010-18.                          | Develop bi-annual action plans.                          | 100%    |
|                                                                                             | Completion of bi-annual plan actions.                    | 80%     |
|                                                                                             | Budget met with a tolerance of                           | =/- 5%  |
| Implement the Municipal Emergency Management Plan.                                          | Annual review and realignment completed.                 | 100%    |
|                                                                                             | Colac Otway Shire Municipal Fire Plan actions completed. | 80%     |
|                                                                                             | Budget met with a tolerance of                           | =/- 10% |
| Implement the Bushfire Recovery Plan for the resettlement of Wye River and Separation Creek | Actions implemented                                      | 90%     |



## Reference Documents

During the development of the Council Plan for the Colac Otway Shire (COS), the following Strategies and Plans were used as reference documents:

- Apollo Bay Structure Plan
- Colac Otway Public Open Space Strategy
- COS Arts & Culture Strategic Plan
- COS Positive Ageing Strategy Research Paper
- COS Recreation Strategy
- Early Years Plan 2010-2013
- Environment Strategy 2010-2018
- G21 Strategy
  - G21 Regional Growth Plan
- Health and Wellbeing Pillar – Community Health and Wellbeing Profile 2009
- ID Profile - Colac Otway Shire Community Profile
- Local Government Area Profiles – Department of Health – 2011
- Road Management Plan
- Public Health Plan & Wellbeing Plan 2010 - 2013
- State of the Regions Report 2012-13
- The Great South Coast Regional Strategic Plan

## Strategic Resource Plan

The Strategic Resource Plan (SRP) is a requirement under the *Local Government Act 1989*. The SRP details the financial and non-financial (includes people and assets) resources required to achieve Council's goals, as outlined in the Council Plan. The Strategic Resource Plan is updated annually and is reflected in Council's annual budget.

### Objectives of the Strategic Resource Plan

- Establish a financial framework and an assessment of the resources (financial and non-financial) to ensure Council achieves the goals of the Council Plan 2013-2017.
- Establish a basis to measure Council's adherence to financial policies and strategies.
- Support Council's compliance with sound financial management principles.
- Support the medium to long-term financial sustainability of the municipality.

### Key Strategies

The SRP builds a sustainable framework containing strategies, including financial and non-financial resources, to support the achievement of Council Plan goals. These are:

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Colac Otway financial indicators</b>    | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.</li> <li>• That Colac Otway Shire Council applies the outcomes of this SRP to the 2016-2017 Budget.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Long-term borrowing strategies</b>      | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council, based on previous Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.</li> <li>• That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate &amp; charges revenue dollar, towards interest and principal, over the life of this SRP.</li> <li>• That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Notional reserves</b>                   | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.</li> <li>• Reserves are fully backed with cash at the end of each financial year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Rating and other revenue strategies</b> | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.</li> <li>• That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.</li> <li>• That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Asset management</b>                    | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.</li> <li>• That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.</li> <li>• That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.</li> </ul> |

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Capital works                  | <ul style="list-style-type: none"><li>• That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.</li><li>• That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.</li></ul> |
| Service provision and planning | <ul style="list-style-type: none"><li>• That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.</li></ul>                                                                                                                                                                                                                                                                        |
| Strategic Financial Plan       | <ul style="list-style-type: none"><li>• That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.</li></ul>                                                                                                                                                                                                                                                        |

## Resourcing the Council Plan

Financial statements depict how the Plan is resourced.

- **Comprehensive Income Statement** shows the operating costs and income during the period.
- **Balance Sheet** provides the value of Council's assets and obligations or liabilities for the period.
- **Statement of Cash Flows** indicates the cash expenses paid and cash income received for the period.
- **Statement of Capital Works** outlines the value of the capital works and capital purchases during the period.
- **Statement of Changes in Equity** indicates movement in investments in net assets.
- **Statement of Human Resources** indicates the anticipated human resource requirements for the period.
- **Financial Performance Indicators** show current and projected performance across a range of key financial performance indicators.

The following table summarises the key financial results for the next four years, as set out in the SRP.

## Comprehensive Income Statement

For the four years ending 30 June 2020

|                                                                                         | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|-----------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                                                                         |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Income</b>                                                                           |                                         |                             |                                        |                   |                   |
| Rates and charges                                                                       | 27,974                                  | 28,744                      | 29,451                                 | 30,176            | 30,918            |
| Statutory fees and fines                                                                | 548                                     | 570                         | 587                                    | 605               | 623               |
| User fees                                                                               | 4,414                                   | 4,588                       | 4,728                                  | 4,868             | 5,014             |
| Grants - Operating                                                                      | 9,304                                   | 11,064                      | 9,655                                  | 9,897             | 10,144            |
| Grants - Capital                                                                        | 6,834                                   | 7,858                       | 4,636                                  | 4,728             | 4,823             |
| Contributions - monetary                                                                | 562                                     | 371                         | 160                                    | 164               | 224               |
| Net gain/(loss) on disposal of property, infrastructure,<br>plant and equipment         | 83                                      | 83                          | 100                                    | 100               | 100               |
| Other income                                                                            | 746                                     | 799                         | 755                                    | 756               | 756               |
| <b>Total income</b>                                                                     | <b>50,465</b>                           | <b>54,079</b>               | <b>50,072</b>                          | <b>51,294</b>     | <b>52,602</b>     |
| <b>Expenses</b>                                                                         |                                         |                             |                                        |                   |                   |
| Employee costs                                                                          | 18,031                                  | 19,518                      | 19,180                                 | 19,776            | 20,388            |
| Materials and services                                                                  | 17,700                                  | 16,825                      | 15,925                                 | 16,345            | 16,777            |
| Bad and doubtful debts                                                                  | 2                                       | 2                           | 0                                      | 0                 | 0                 |
| Depreciation and amortisation                                                           | 9,338                                   | 10,237                      | 10,887                                 | 11,387            | 11,887            |
| Borrowing costs                                                                         | 326                                     | 289                         | 217                                    | 181               | 134               |
| Other expenses                                                                          | 1,245                                   | 1,184                       | 530                                    | 542               | 555               |
| Asset Write Off/Impairment                                                              | 1,000                                   | -                           | -                                      | -                 | -                 |
| <b>Total expenses</b>                                                                   | <b>47,642</b>                           | <b>48,055</b>               | <b>46,739</b>                          | <b>48,231</b>     | <b>49,741</b>     |
| <b>Surplus/(deficit) for the year</b>                                                   | <b>2,823</b>                            | <b>6,024</b>                | <b>3,333</b>                           | <b>3,063</b>      | <b>2,861</b>      |
| <b>Other comprehensive income</b>                                                       |                                         |                             |                                        |                   |                   |
| <b>Items that will not be reclassified to surplus or deficit<br/>in future periods:</b> |                                         |                             |                                        |                   |                   |
| Net asset revaluation increment /(decrement)                                            | -                                       | -                           | -                                      | 7,498             | (3)               |
| <b>Total comprehensive result</b>                                                       | <b>2,823</b>                            | <b>6,024</b>                | <b>3,333</b>                           | <b>10,561</b>     | <b>2,858</b>      |

## Balance Sheet

For the four years ending 30 June 2020

|                                              | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|----------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                              |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Assets</b>                                |                                         |                             |                                        |                   |                   |
| <b>Current assets</b>                        |                                         |                             |                                        |                   |                   |
| Cash and cash equivalents                    | 11,406                                  | 8,358                       | 8,961                                  | 8,573             | 7,370             |
| Trade and other receivables                  | 2,675                                   | 2,200                       | 2,001                                  | 2,003             | 2,004             |
| Inventories                                  | 147                                     | 147                         | 147                                    | 147               | 147               |
| <b>Total current assets</b>                  | <b>14,228</b>                           | <b>10,705</b>               | <b>11,109</b>                          | <b>10,723</b>     | <b>9,521</b>      |
| <b>Non-current assets</b>                    |                                         |                             |                                        |                   |                   |
| Trade and other receivables                  | -                                       | -                           | -                                      | -                 | -                 |
| Investments in associates and joint ventures | 274                                     | 274                         | 274                                    | 274               | 274               |
| Property, infrastructure, plant & equipment  | 294,909                                 | 303,887                     | 306,690                                | 317,363           | 320,991           |
| Investment property                          | -                                       | -                           | -                                      | -                 | -                 |
| Intangible assets                            | 132                                     | 132                         | 141                                    | 151               | 161               |
| <b>Total non-current assets</b>              | <b>295,315</b>                          | <b>304,293</b>              | <b>307,105</b>                         | <b>317,788</b>    | <b>321,426</b>    |
| <b>Total assets</b>                          | <b>309,543</b>                          | <b>314,998</b>              | <b>318,214</b>                         | <b>328,511</b>    | <b>330,947</b>    |
| <b>Liabilities</b>                           |                                         |                             |                                        |                   |                   |
| <b>Current liabilities</b>                   |                                         |                             |                                        |                   |                   |
| Trade and other payables                     | 1,700                                   | 1,752                       | 2,207                                  | 2,407             | 2,508             |
| Trust funds and deposits                     | 336                                     | 336                         | 336                                    | 336               | 336               |
| Provisions                                   | 4,640                                   | 4,733                       | 4,828                                  | 4,924             | 5,023             |
| Interest-bearing loans and borrowings        | 636                                     | 604                         | 649                                    | 711               | 272               |
| <b>Total current liabilities</b>             | <b>7,312</b>                            | <b>7,425</b>                | <b>8,020</b>                           | <b>8,378</b>      | <b>8,139</b>      |
| <b>Non-current liabilities</b>               |                                         |                             |                                        |                   |                   |
| Provisions                                   | 4,243                                   | 4,328                       | 4,415                                  | 4,504             | 4,593             |
| Interest-bearing loans and borrowings        | 4,137                                   | 3,370                       | 2,721                                  | 2,010             | 1,738             |
| <b>Total non-current liabilities</b>         | <b>8,380</b>                            | <b>7,698</b>                | <b>7,136</b>                           | <b>6,514</b>      | <b>6,331</b>      |
| <b>Total liabilities</b>                     | <b>15,692</b>                           | <b>15,123</b>               | <b>15,156</b>                          | <b>14,892</b>     | <b>14,470</b>     |
| <b>Net assets</b>                            | <b>293,851</b>                          | <b>299,875</b>              | <b>303,058</b>                         | <b>313,619</b>    | <b>316,477</b>    |
| <b>Equity</b>                                |                                         |                             |                                        |                   |                   |
| Accumulated surplus                          | 131,580                                 | 142,216                     | 145,549                                | 148,612           | 151,473           |
| Reserves                                     | 162,271                                 | 157,659                     | 157,509                                | 165,007           | 165,004           |
| <b>Total equity</b>                          | <b>293,851</b>                          | <b>299,875</b>              | <b>303,058</b>                         | <b>313,619</b>    | <b>316,477</b>    |

## Statement of Cash Flows

For the four years ending 30 June 2020

|                                                                     | Forecast<br>Actual    | Budget                | Strategic Resource Plan<br>Projections |                       |                       |
|---------------------------------------------------------------------|-----------------------|-----------------------|----------------------------------------|-----------------------|-----------------------|
|                                                                     | 2015/16<br>\$'000     | 2016/17<br>\$'000     | 2017/18<br>\$'000                      | 2018/19<br>\$'000     | 2019/20<br>\$'000     |
|                                                                     | Inflows<br>(Outflows) | Inflows<br>(Outflows) | Inflows<br>(Outflows)                  | Inflows<br>(Outflows) | Inflows<br>(Outflows) |
| <b>Cash flows from operating activities</b>                         |                       |                       |                                        |                       |                       |
| Rates and charges                                                   | 27,987                | 28,744                | 29,451                                 | 30,176                | 30,918                |
| Statutory fees and fines                                            | 603                   | 627                   | 646                                    | 666                   | 685                   |
| User fees                                                           | 5,345                 | 5,014                 | 5,976                                  | 5,353                 | 5,514                 |
| Grants - operating                                                  | 9,431                 | 11,211                | 9,655                                  | 9,897                 | 10,144                |
| Grants - capital                                                    | 6,834                 | 7,858                 | 4,636                                  | 4,728                 | 4,823                 |
| Contributions - monetary                                            | 618                   | 426                   | 176                                    | 180                   | 246                   |
| Interest received                                                   | 369                   | 420                   | 650                                    | 480                   | 350                   |
| Dividends received                                                  | -                     | -                     | -                                      | -                     | -                     |
| Trust funds and deposits taken                                      | 44                    | -                     | -                                      | -                     | -                     |
| Other receipts                                                      | 275                   | 233                   | 116                                    | 287                   | 417                   |
| Net GST refund / payment                                            | -                     | -                     | -                                      | -                     | -                     |
| Employee costs                                                      | (17,857)              | (19,340)              | (18,998)                               | (19,592)              | (20,199)              |
| Materials and services                                              | (20,819)              | (18,526)              | (16,629)                               | (17,260)              | (17,828)              |
| Trust funds and deposits repaid                                     | -                     | -                     | -                                      | -                     | -                     |
| Other payments                                                      | 19                    | -                     | -                                      | -                     | -                     |
| <b>Net cash provided by/(used in) operating activities</b>          | <b>12,849</b>         | <b>16,666</b>         | <b>15,679</b>                          | <b>14,915</b>         | <b>15,070</b>         |
| <b>Cash flows from investing activities</b>                         |                       |                       |                                        |                       |                       |
| Payments for property, infrastructure, plant and equipment          | (16,647)              | (18,895)              | (14,541)                               | (14,759)              | (15,714)              |
| Proceeds from sale of property, infrastructure, plant and equipment | 427                   | 269                   | 286                                    | 286                   | 286                   |
| Payments for investments                                            | -                     | -                     | -                                      | -                     | -                     |
| Proceeds from sale of investments                                   | -                     | -                     | -                                      | -                     | -                     |
| Loan and advances made                                              | -                     | -                     | -                                      | -                     | -                     |
| Payments of loans and advances                                      | -                     | -                     | -                                      | -                     | -                     |
| <b>Net cash provided by/ (used in) investing activities</b>         | <b>(16,220)</b>       | <b>(18,626)</b>       | <b>(14,255)</b>                        | <b>(14,473)</b>       | <b>(15,428)</b>       |
| <b>Cash flows from financing activities</b>                         |                       |                       |                                        |                       |                       |
| Finance costs                                                       | (326)                 | (289)                 | (217)                                  | (181)                 | (134)                 |
| Proceeds from borrowings                                            | -                     | -                     | -                                      | -                     | -                     |
| Repayment of borrowings                                             | (593)                 | (799)                 | (604)                                  | (649)                 | (711)                 |
| <b>Net cash provided by/(used in) financing activities</b>          | <b>(919)</b>          | <b>(1,088)</b>        | <b>(821)</b>                           | <b>(830)</b>          | <b>(845)</b>          |
| <b>Net increase/(decrease) in cash &amp; cash equivalents</b>       | <b>(4,290)</b>        | <b>(3,048)</b>        | <b>603</b>                             | <b>(388)</b>          | <b>(1,203)</b>        |
| Cash and cash equivalents at the beginning of the financial year    | 15,696                | 11,406                | 8,358                                  | 8,961                 | 8,573                 |
| <b>Cash and cash equivalents at the end of the financial year</b>   | <b>11,406</b>         | <b>8,358</b>          | <b>8,961</b>                           | <b>8,573</b>          | <b>7,370</b>          |

## Statement of Capital Works

For the four years ending 30 June 2020

|                                                | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|------------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                                |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Property</b>                                |                                         |                             |                                        |                   |                   |
| Land                                           | -                                       | -                           | -                                      | -                 | -                 |
| Land improvements                              | 25                                      | -                           | -                                      | -                 | -                 |
| <b>Total land</b>                              | <b>25</b>                               | <b>0</b>                    | <b>0</b>                               | <b>0</b>          | <b>0</b>          |
| Buildings                                      | 3,990                                   | 4,446                       | 1,672                                  | 1,117             | 1,059             |
| <b>Total buildings</b>                         | <b>3,990</b>                            | <b>4,446</b>                | <b>1,672</b>                           | <b>1,117</b>      | <b>1,059</b>      |
| <b>Total property</b>                          | <b>4,015</b>                            | <b>4,446</b>                | <b>1,672</b>                           | <b>1,117</b>      | <b>1,059</b>      |
| <b>Plant and equipment</b>                     |                                         |                             |                                        |                   |                   |
| Plant, machinery and equipment                 | 1,458                                   | 1,183                       | 1,200                                  | 1,276             | 1,308             |
| Fixtures, fittings and furniture               | 504                                     | 428                         | 445                                    | 473               | 485               |
| Computers and telecommunications               | 381                                     | 265                         | -                                      | -                 | -                 |
| <b>Total plant and equipment</b>               | <b>2,343</b>                            | <b>1,876</b>                | <b>1,645</b>                           | <b>1,749</b>      | <b>1,793</b>      |
| <b>Infrastructure</b>                          |                                         |                             |                                        |                   |                   |
| Roads                                          | 6,252                                   | 9,119                       | 7,674                                  | 8,144             | 8,826             |
| Bridges                                        | 910                                     | 250                         | 1318                                   | 798               | 654               |
| Footpaths and cycleways                        | 607                                     | 1525                        | 627                                    | 638               | 654               |
| Drainage                                       | 150                                     | 450                         | 532                                    | 532               | 586               |
| Recreational, leisure and community facilities | 491                                     | 414                         | -                                      | -                 | -                 |
| Parks, open space and streetscapes             | 1,100                                   | 216                         | 1,577                                  | 590               | 605               |
| Off street car parks                           | 112                                     | -                           | -                                      | -                 | -                 |
| Other infrastructure                           | 323                                     | -                           | -                                      | 2,227             | 2,283             |
| <b>Total infrastructure</b>                    | <b>9,945</b>                            | <b>11,975</b>               | <b>11,728</b>                          | <b>12,929</b>     | <b>13,608</b>     |
| <b>Total capital works expenditure</b>         | <b>16,303</b>                           | <b>18,297</b>               | <b>15,045</b>                          | <b>15,795</b>     | <b>16,460</b>     |
| <b>Represented by:</b>                         |                                         |                             |                                        |                   |                   |
| New asset expenditure                          | 2,047                                   | 370                         | 200                                    | 213               | 218               |
| Asset renewal expenditure                      | 10,956                                  | 13,135                      | 10,887                                 | 11,387            | 11,887            |
| Asset upgrade expenditure                      | 3,300                                   | 4,792                       | 3,958                                  | 4,195             | 4,355             |
| <b>Total capital works expenditure</b>         | <b>16,303</b>                           | <b>18,297</b>               | <b>15,045</b>                          | <b>15,795</b>     | <b>16,460</b>     |

## Statement of Changes in Equity

For the four years ending 30 June 2020

|                                             | Total<br>\$'000 | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserve<br>\$'000 | Other<br>Reserves<br>\$'000 |
|---------------------------------------------|-----------------|----------------------------------|----------------------------------|-----------------------------|
| <b>2017</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 293,851         | 131,580                          | 150,684                          | 11,587                      |
| Surplus/(deficit) for the year              | 6,024           | 6,024                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | -               | -                                | -                                | -                           |
| Transfer to other reserves                  | 6,626           | 5,619                            | -                                | 1,007                       |
| Transfer from other reserves                | (6,626)         | (1,007)                          | -                                | (5,619)                     |
| <b>Balance at end of the financial year</b> | <b>299,875</b>  | <b>142,216</b>                   | <b>150,684</b>                   | <b>6,975</b>                |
| <b>2018</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 299,875         | 142,216                          | 150,684                          | 6,975                       |
| Surplus/(deficit) for the year              | 3,333           | 3,333                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | (150)           | -                                | (150)                            | -                           |
| Transfer to other reserves                  | -               | -                                | -                                | -                           |
| Transfer from other reserves                | -               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>303,058</b>  | <b>145,549</b>                   | <b>150,534</b>                   | <b>6,975</b>                |
| <b>2019</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 303,058         | 145,549                          | 150,534                          | 6,975                       |
| Surplus/(deficit) for the year              | 3,063           | 3,063                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | 7,498           | -                                | 7,498                            | -                           |
| Transfer to other reserves                  | -               | -                                | -                                | -                           |
| Transfer from other reserves                | -               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>313,620</b>  | <b>148,612</b>                   | <b>158,032</b>                   | <b>6,975</b>                |
| <b>2020</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 313,620         | 148,612                          | 158,032                          | 6,975                       |
| Surplus/(deficit) for the year              | 2,861           | 2,861                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | (3)             | -                                | (3)                              | -                           |
| Transfer to other reserves                  | -               | -                                | -                                | -                           |
| Transfer from other reserves                | -               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>316,478</b>  | <b>151,473</b>                   | <b>158,029</b>                   | <b>6,975</b>                |



## Non-financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements is shown below:

### Statement of Human Resources

For the four years ending 30 June 2020

|                                | Forecast<br>Actual | Budget        | Strategic Resource Plan<br>Projections |               |               |
|--------------------------------|--------------------|---------------|----------------------------------------|---------------|---------------|
|                                | 2015/16            | 2016/17       | 2017/18                                | 2018/19       | 2019/20       |
|                                | \$'000             | \$'000        | \$'000                                 | \$'000        | \$'000        |
| <b>Staff expenditure</b>       |                    |               |                                        |               |               |
| Employee costs - operating     | 18,031             | 19,518        | 19,180                                 | 19,776        | 20,388        |
| Employee costs - capital       | 531                | 607           | 637                                    | 669           | 669           |
| <b>Total staff expenditure</b> | <b>18,562</b>      | <b>20,125</b> | <b>19,817</b>                          | <b>20,445</b> | <b>21,057</b> |
|                                | EFT                | EFT           | EFT                                    | EFT           | EFT           |
| <b>Staff numbers</b>           |                    |               |                                        |               |               |
| Employees                      | 221.1              | 231.6         | 218.6                                  | 218.1         | 218.1         |
| <b>Total staff numbers</b>     | <b>221.1</b>       | <b>231.6</b>  | <b>218.6</b>                           | <b>218.1</b>  | <b>218.1</b>  |

## Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

| Indicator                  | Measure                                                                                   | Notes | Forecast | Budget  | Strategic Resource Plan |         |         | Trend     |
|----------------------------|-------------------------------------------------------------------------------------------|-------|----------|---------|-------------------------|---------|---------|-----------|
|                            |                                                                                           |       | Actual   |         | Projections             |         |         |           |
|                            |                                                                                           |       | 2015/16  | 2016/17 | 2017/18                 | 2018/19 | 2019/20 | + / o / - |
| Operating position         |                                                                                           |       |          |         |                         |         |         |           |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue                       | 1     | -3.1%    | 1.4%    | -0.2%                   | -0.9%   | -1.4%   | -         |
| Liquidity                  |                                                                                           |       |          |         |                         |         |         |           |
| Working Capital            | Current assets / current liabilities                                                      | 2     | 194.6%   | 144.2%  | 138.5%                  | 128.0%  | 117.0%  | -         |
| Unrestricted cash          | Unrestricted cash / current liabilities                                                   |       | 179.0%   | 100.6%  | 100.6%                  | 91.7%   | 79.6%   | o         |
| Obligations                |                                                                                           |       |          |         |                         |         |         |           |
| Loans and borrowings       | Interest bearing loans and borrowings / rate revenue                                      | 3     | 17.1%    | 13.8%   | 11.4%                   | 9.0%    | 6.5%    | +         |
| Loans and borrowings       | Interest and principal repayments on interest bearing loans and borrowings / rate revenue |       | 3.3%     | 3.8%    | 2.8%                    | 2.8%    | 2.7%    | o         |
| Indebtedness               | Non-current liabilities / own source revenue                                              |       | 24.9%    | 22.2%   | 20.1%                   | 17.9%   | 17.0%   | +         |
| Asset renewal              | Asset renewal expenditure / depreciation                                                  | 4     | 117.3%   | 128.3%  | 100.0%                  | 100.0%  | 100.0%  | -         |
| Stability                  |                                                                                           |       |          |         |                         |         |         |           |
| Rates concentration        | Rate revenue / adjusted underlying revenue                                                |       | 56.1%    | 53.5%   | 59.0%                   | 59.0%   | 59.0%   | o         |
| Rates effort               | Rate revenue / CIV of rateable properties in the municipality                             |       | 0.4%     | 0.4%    | 0.4%                    | 0.4%    | 0.4%    | o         |
| Efficiency                 |                                                                                           |       |          |         |                         |         |         |           |
| Expenditure level          | Total expenditure / no. of property assessments                                           | 5     | \$3,170  | \$3,197 | \$3,079                 | \$3,146 | \$3,212 | o         |

| Indicator          | Measure                                                                                                    | Notes | Forecast |         | Strategic Resource Plan |         |         |       |
|--------------------|------------------------------------------------------------------------------------------------------------|-------|----------|---------|-------------------------|---------|---------|-------|
|                    |                                                                                                            |       | Actual   | Budget  | Projections             |         |         | Trend |
|                    |                                                                                                            |       | 2015/16  | 2016/17 | 2017/18                 | 2018/19 | 2019/20 | +/-   |
| Revenue level      | Residential rate revenue / No. of residential property assessments                                         |       | \$1,204  | \$1,242 | \$1,260                 | \$1,279 | \$1,298 | o     |
| Workforce turnover | No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year |       | 12.7%    | 11.9%   | 12.3%                   | 12.3%   | 12.3%   | o     |

#### Key to Forecast Trend

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

#### Notes to indicators

##### 1 Adjusted underlying result

*Definition:* An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

The movement between forecast actual and 16/17 budget:

- The improved operating result between 15/16 and 16/17 is due mainly to the receipt of a full year's Victoria Grants Commission funding budgeted for 2016/17 (\$3.03 million);

The downward trend over the forecast SRP period (17/18 to 19/20), is a function of (noting that the result is improved compared to previous year forecasts):

- The estimates have used conservative income predictions
- The restricted ability to generate own source revenue (i.e. rate capping)
- Increases in Depreciation expense\*1 due to the undertaking of major capital works and expansion of community facilities. Please note when adding back depreciation expense from Apollo Bay<sup>1</sup> we reach a balanced/surplus position for all of the forecast SRP periods.

<sup>1</sup> It is also important to note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required. If this expense was not recognised Council would generate a positive underlying result for the forecast period.

##### 2 Working Capital

*Definition:* Our ability to meet our short-term obligations.

*Comment:* The actual result for 2014/15 was inflated by including the pre-payment of \$2.99 million by Victoria Grants Commission. The forecast indicates that council will maintain above the minimum required working capital ratio even when using conservative income estimates.

##### 3 Debt compared to rates

*Definition:* This is a debt servicing measure comparing the interest bearing borrowings we have against the revenue used to service this debt.

*Comment:* Positive trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

**4 Asset renewal**

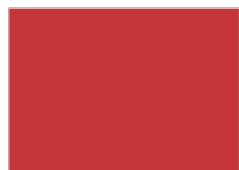
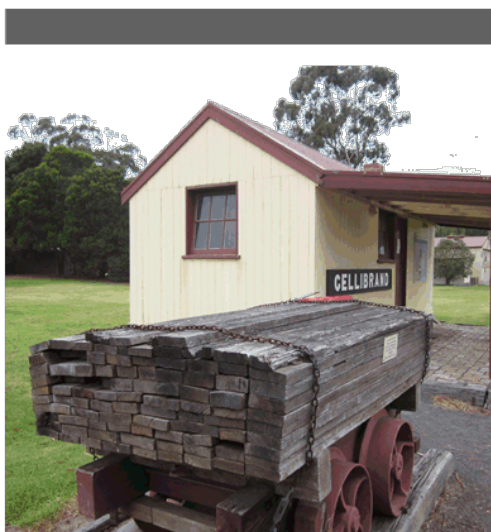
*Definition:* This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

*Comment:* The upward trend from 2015 to 2017 demonstrates councils continuing commitment to maintain our assets. The forecast periods represent our minimum commitment to maintaining our assets.

**5 Expenditure level**

*Definition:* The cost of providing services to each rate payer in the Shire.

*Comment:* Council has been able to constrain expenditure levels to minimise the need for future rate increases above the cap.



Master Plan

Rex Norman Park



ross  
planning



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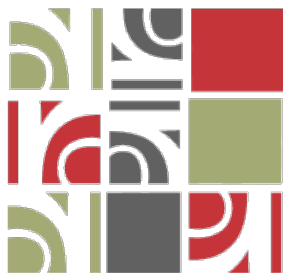
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| Version | Date     | Document              | Author | Reviewer | Recipient |
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| 2       | 26.02.16 | Final draft           | DC     |          | NF        |
| 3       | 04.04.16 | Final draft (revised) | DC     |          | NF        |
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# Background

## Introduction

Rex Norman Park is currently one of the key hubs of the Gellibrand community. It plays host to markets, community events, rail station interpretive building and community house. Importantly, it is also the township's key picnic and play facility.

Growth in community requests for the Park combined with a number of ageing facilities presents an opportunity to reconsider the existing layout and uses of Rex Norman Park.

The aim of the master plan is to provide a realistic and achievable vision for the Park, where the needs and requirements of the user groups, community and Council are established and balanced. Importantly, the project will require a staged approach to development that provides for smooth implementation limiting impact on users. Ultimately, the report will guide community, Council and user group decision-making and resource allocation.

Through site analysis, background research and consultation, the project aims to provide optimal use of the Park for formal user groups and the wider community.

## What is a master plan?

A master plan provides a vision for a site, identifying what it should look like and how it should function into the future. It establishes a strong and consistent direction, providing a framework for ongoing improvement. It considers the interrelationship between:

- ☐ current character and functionality of the landscape
- ☐ public expectations and needs
- ☐ emerging issues and trends
- ☐ the realities of the economic, social, environmental and legislative context of the time.

The result is a plan that balances needs across a range of often conflicting interests.

The master plan does not suggest that all elements of the plan should proceed immediately, or that Council nor the user groups should be responsible for all capital costs in respect of those items that are progressed. It is important to note that the intent of the master plan is to provide a framework for future development of the Park over an extended time period so that ad hoc improvements are avoided and community use and long-term viability are maximised. The master plan should be regularly monitored to ensure outcomes continue to meet community needs in the best possible way. Indeed, a number of proposed elements may require additional consultation and detailed design prior to construction.





## Existing situation

Rex Norman Park is located at the northern end of the Gellibrand township (as highlighted in the map below).

The Park contains a number of different land parcels. Approximately 0.6ha of the central and southern sections of the Park is Council-owned. A similar sized portion of the Park is road reserve (and Vic Roads land) running along Old Beech Forest Road to the northern tip of the Park. A small section of land is also former freehold that has been bequeathed to the community for parkland.

The entire Park is zoned public parks and recreation zone (PPRZ). Council's Open Space Strategy (2011) designates the Park as township parkland.

It is important to note that the northern end of the Park (from the road intersection through to the powerlines) is designated as a Neighbourhood Safer Place for Gellibrand.

The Park is generally flat and enjoys high levels of passive surveillance having key roads (Colac-Lavers Hill Road and Old Beech Forest Road) running down each length of the Park. Residences along these roads also face into the Park.

Existing embellishments include:

- ☐ play node
- ☐ open kick-about space
- ☐ barbecue and shelter
- ☐ additional picnic facilities
- ☐ Community House
- ☐ former Gellibrand station building
- ☐ public art
- ☐ interpretive signage
- ☐ bus shelter
- ☐ amenities
- ☐ formal car parking.

## Planning considerations

### Colac Otway Shire Planning Scheme

#### Public Park and Recreation zone

As noted, Rex Norman Park is zoned Public Park and Recreation Zone (PPRZ).

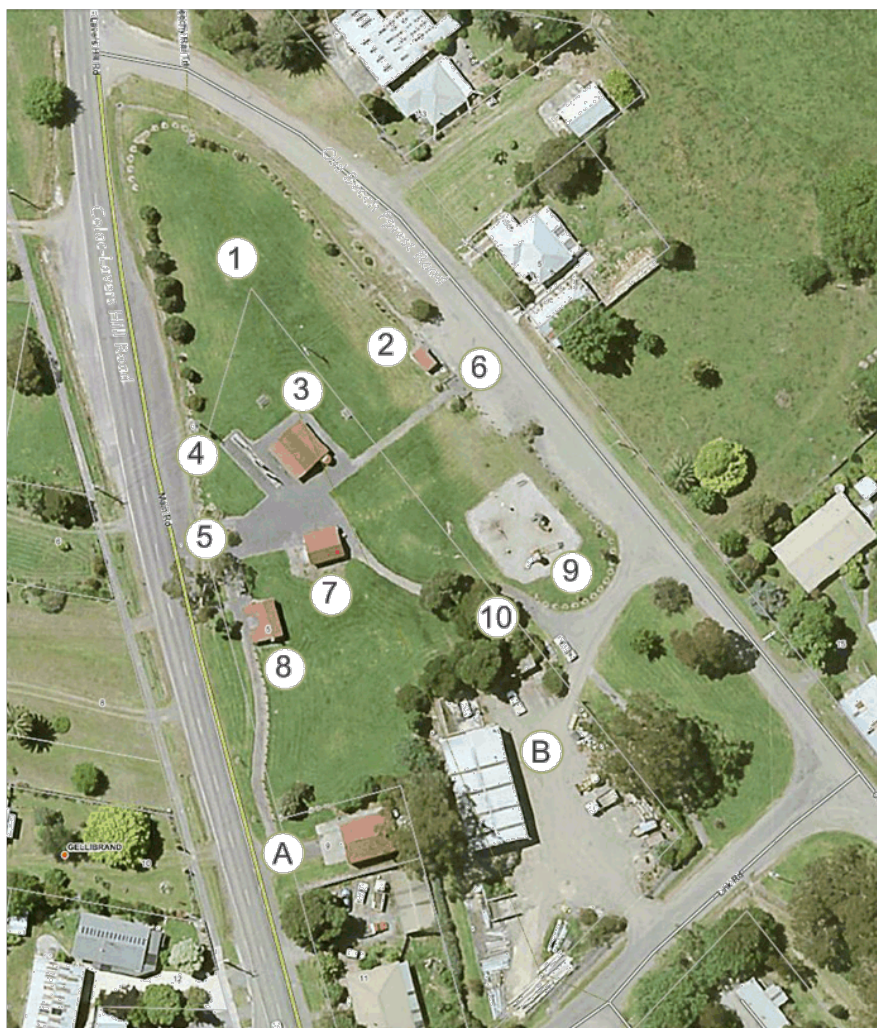
The objectives of this zone are to:

- ☐ recognise areas for public recreation and open space
- ☐ protect and conserve areas of significance where appropriate
- ☐ provide for commercial uses where appropriate.

For the outdoor recreation developments included in the master plan, a permit (other than necessary building permits) is not likely to be required as identified in 36.02-1 (informal outdoor recreation).



# Facility snapshot



## Existing facilities

1. Open kick-about space (neighbourhood safer place (NSP))
2. Bus shelter
3. Shelter node (barbecue, two uncovered picnic tables, rainwater tank)
4. Railway themed public art
5. Formal landscaped entry
6. Formal landscaped entry
7. Community House (and vegetable garden)
8. Former Gellibrand station building
9. Playground
10. Amenities
- A. Country Fire Authority station
- B. Council depot



## Site elements

### Site characteristics

In essence, the Park is comprised of three nodes - an open space node at the northern end of the Park, a central building-focussed node and southern play node.

When the Park last underwent significant development, mounds were removed resulting in a flat surface with quality turf cover.

### Buildings and improvements

In its current form, the Park is recognised for its wide range of buildings and embellishments:

- ☐ open shelter with barbecue, limited seating and benches
- ☐ Community House
- ☐ former Gellibrand Station building (and former carriage)
- ☐ play node (with aged elements)
- ☐ public art
- ☐ two picnic tables
- ☐ scattered timber benches
- ☐ amenities.

### Lighting

A spotlight provides lighting in the central area of the Park. There are limited street lights in the nearby vicinity.

### Parking

Sealed nose-in parking provides approximately eight spaces off Old Beech Forest Road. This side of the Park also has a pull-off area for buses (and is popular for motorhomes and caravans). A car parking 'shoulder' is also available on Colac-Lavers Hill Road from the northern end of the Park to the main central entrance.



## Access, linkages and connectivity

### Entry and access

While much of the Park is protected from inappropriate vehicle access with timber bollards, spaces between plantings at the northern end of the Park allow limited (appropriate) vehicle access (e.g. to ensure that people with a disability can gain access to the existing shelter and picnic tables).

### Linkages and connectivity

The Park forms a key link along the Old Beechy Rail Trail. The trail runs along the western side of Colac-Lavers Hill Road.

Additionally, the south-western end of the Park leads users to the commercial node and Otways Tourist Park. Finally, a gravel path link runs along the eastern side of the Council depot to link with the community garden walk.

### Shade

There is limited natural shade within the Park. Indeed, the play node and two picnic tables are completely without any protection.

Built shade is provided by the large central shelter and bus shelter.

### Signage

The Park includes a number of attractive interpretive signs describing the Old Beechy Rail Trail. However, there is no directional signage indicating the location of the trail. Additionally, there is limited directional signage detailing the key features within the Park (e.g. Community House, former Gellibrand Station building and amenities) nor acknowledgement of the traditional owners.



# Opportunities and constraints

Key opportunities and constraints for Rex Norman Park have been established through background research, consideration of existing opportunities and consultation with Council, community and user groups. A range of consultation options have been undertaken including face-to-face interviews in the Park, phone interviews, community drop-in session in the Park, youth-focussed discussions in the Park and surveys distributed to every Gellibrand household.

| Theme                              | Opportunities/Constraints                                                                                                                                                                                                                                                                                                                                                                                                                                            | Desired Outcomes/Design Drivers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Users</b>                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Population considerations          | <ul style="list-style-type: none"> <li>Population decreases are predicted for Gellibrand (id. the population experts, 2014)</li> <li>Significant aging in the community. Between 2011 and 2031, the number of young people (0 to 14yrs) is expected to decrease from 52 to approximately 44, while the number of older people (65+yrs) is projected to increase from 74 to 134</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>Ensure facility investment within the Park, reflects community demand</li> <li>Consider the development of recreation opportunities attractive to older people (e.g. walking, exercise classes, picnicking and other community activities)</li> <li>Include the development of opportunities for younger people that can also be attractive to a wide range of the community (e.g. hit-up wall, basketball/netball hoop, multi-age play and activity node, skate node)</li> </ul> |
| Survey outcomes (25 responses)     | <ul style="list-style-type: none"> <li>59% visit the Park at least weekly</li> <li>key Park values - open space, playground, picnic facilities, central location</li> <li>key changes/upgrades - additional shade, challenging play, seats and tables, skate facility</li> </ul>                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Consider opportunities for additional shaded picnic and play</li> <li>Investigate feasible skate development</li> </ul>                                                                                                                                                                                                                                                                                                                                                           |
| <b>Movement</b>                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Entry and circulation              | <ul style="list-style-type: none"> <li>The Park is clearly visible from two key roads</li> <li>The amenities are somewhat hidden</li> <li>The Park requires a feature park naming sign and interpretive signage explaining the Park name</li> <li>Directional signage is required to the location of the Old Beechy Rail Trail</li> </ul>                                                                                                                            | <ul style="list-style-type: none"> <li>Install suitable directional signage to the amenities, Old Beechy Rail Trail, car and bus parking and other key locations within the Park</li> <li>Install Park naming and interpretive signage</li> <li>Ensure the NSP signage remains clearly visible</li> <li>Ensure suitable vehicle access is retained for events</li> </ul>                                                                                                                                                 |
| Parking                            | <ul style="list-style-type: none"> <li>A small formalised off-street car park (8 spaces) is located on Old Beech Forest Road. This area is particularly busy before and after school</li> <li>The wide shoulder on Colac-Lavers Hill Road provides additional parking opportunities</li> </ul>                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Extend the nose-in car parking area and the bus pull off zone to create a safer environment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                            |
| Pedestrian network                 | <ul style="list-style-type: none"> <li>A gravel pedestrian path links the Park with the commercial node and extends across to the bus shelter. An additional path radiates from the central building area to the amenities and beyond to link with the community garden walk at Link Street</li> <li>There are no path loops within the Park</li> <li>Youth tend to walk through the grassed area of the Park between the bus shelter and commercial area</li> </ul> | <ul style="list-style-type: none"> <li>Construct a network of gravel paths to provide clear links and looped opportunities (this will require a reconfiguration of the existing drainage swales in the northern section of the Park)</li> </ul>                                                                                                                                                                                                                                                                          |
| Fencing                            | <ul style="list-style-type: none"> <li>The existing bollards provide a clear border for much of the Park perimeter</li> </ul>                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Investigate relocation of the depot entry road off Old Beech Forest Road. This will allow the south-east corner of the Park to be re-established 'within' the Park through perimeter bollards (and removal of the bollards delineating the existing depot entry)</li> <li>Extend bollards around the remaining perimeter (construct within the new gravel paths)</li> </ul>                                                                                                       |
| <b>Buildings and structures</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Community House                    | <ul style="list-style-type: none"> <li>This building is centrally located and provides a focus for formal activity in the Park</li> </ul>                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Undertake necessary repairs and maintenance as required</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                |
| Former Gellibrand Station building | <ul style="list-style-type: none"> <li>This building provides interesting interpretive cultural and historic value</li> </ul>                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Undertake maintenance (e.g. repair the recycled brick entry surface, ensure awning posts are suitably fixed, necessary ongoing carriage maintenance)</li> <li>Install a railway sleeper picnic table on a raised gravel bed directly to the north of the building (railway sleepers to have originated from the former rail line)</li> </ul>                                                                                                                                      |

| Theme             | Opportunities/Constraints                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Desired Outcomes/Design Drivers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Central shelter   | <ul style="list-style-type: none"> <li>□ This structure forms a central focus for gathering</li> <li>□ The barbecue and internal uprights limit the range and scope of available uses</li> <li>□ The 'walls' on the north-east and south-east corners limit views across the Park (particularly to the play node and amenities)</li> <li>□ Lack of external powerpoints in the shelter results in the need for extension leads for events</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>□ Through detailed design, consider options to 'open' sections of the shelter</li> <li>□ Relocate the water tank to the picnic node</li> <li>□ Install at least two separate powerpoints within the shelter</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Bus shelter       | <ul style="list-style-type: none"> <li>□ The bus shelter currently has no seating and can be relocated north to reflect the extended bus pull-off area (and allow room for the development of exercise equipment, basketball area and hit-up wall)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>□ Redevelop the bus shelter with seating and timber walls to reflect the rustic character of the central shelter</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Open space</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Community-level   | <ul style="list-style-type: none"> <li>□ The Park is a key community recreation open space for the Gellibrand community. Additionally, it is also the Neighbourhood Safer Place location (place of last resort during a bushfire)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>□ Ensure future development of the Park reflects its status as a key recreation venue but is also cognisant of the impacts that the Neighbourhood Safer Place designation has on future development</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Recreation spaces | <ul style="list-style-type: none"> <li>□ Opportunity exists to develop a range of recreation elements that more closely reflect the desires of the community and provide avenues for community cohesion and development (across the ages)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>□ Establish a play node that incorporates options such as climbing, balancing and crawling elements. Establish swings and spinning/movement elements. Ensure development is reflective of the Gellibrand community - theme with natural products such as timber and stone. Consider options to relocate some of the existing elements for toddler play. Include bike racks with the new development</li> <li>□ Establish a skate space (developed incrementally)</li> <li>□ Establish a new picnic node with four shelters and covered barbecue area (investigate options to relocate and upgrade the existing barbecue). Include an outdoor sink, bin and relocated tank</li> <li>□ Develop an outdoor exercise equipment node</li> <li>□ Construct a hit-up wall and basketball area</li> <li>□ Construct a community pizza oven (after assessing public safety considerations)</li> <li>□ Retain the open space kick-about area</li> </ul>                                                                                                                                                                                                                                                                                              |
| Landscaping       | <ul style="list-style-type: none"> <li>□ The timber edging along the gravel area is beginning to fail</li> <li>□ The landscaping at the central entry is not inviting</li> <li>□ The existing perimeter plantings at the northern end of the Park will require modification/removal in coming years for the site to continue to comply with CFA and Council NSP assessment criteria</li> <li>□ The central and southern sections of the Park have very limited natural shade</li> <li>□ Opportunity to establish an edible fruit tree grove</li> <li>□ A number of inappropriate/undesirable trees are located within the Park</li> <li>□ A number of areas within the Park become boggy during periods of wet weather</li> <li>□ The existing bins are regularly filled (and over-filled) by household and camping-related rubbish</li> <li>□ The overhead powerlines detract from the visual amenity of the Park</li> </ul> | <ul style="list-style-type: none"> <li>□ Replace the timber edging with rail track from the former rail line</li> <li>□ Restore the feature landscaping at the central entry and replicate this style at the new south-west entry</li> <li>□ Establish suitable perimeter plantings that provide a visual border for the northern section of the Park</li> <li>□ Plant suitable shade trees (potentially deciduous) in and around the new play and picnic nodes and along the new path leading to the SW corner of the Park</li> <li>□ Establish a fruit tree avenue leading into the Park from the south-west corner. (Suitable maintenance arrangements and program to be established prior)</li> <li>□ Remove the failing blackwoods near the amenities</li> <li>□ Remove the blackwood tree that hinders access to and from the CFA building</li> <li>□ Additional sub-surface drainage to mitigate ponding in low lying areas (including constructing a swale from the rear of the CFA building to the nearby drainage pit)</li> <li>□ Relocate the bin near the former station building to the new picnic node. Investigate the feasibility of bins with small openings</li> <li>□ If opportunity arises, investigate transferring the powerlines to underground</li> </ul> |



# A vibrant community vision

## Master plan

The master plan has been developed by considering all consultation, appropriate strategic contexts and previous research. Overall, it provides an ideal opportunity to enhance the capacity of the facility to meet the recreation needs of residents and visitors.

The master plan sits well within the existing open space network - providing options for all and complementing the existing facilities.

The master plan integrates a number of the existing site features with a range of new elements and embellishments. The provision of quality recreation facilities and a more attractive environment will encourage use from the community and with the range of facilities and programs available, all age groups can find activities to enjoy.

## Vision

The short- to medium-term vision for Rex Norman Park is:

*to further embed a quality community recreation hub that provides opportunities for formal functions and events, and a wide range of engaging recreation options for both residents and visitors.*



Colac Otway Shire Council



## Rex Norman Park - Concept layout

1. Feature park signage
  2. Gravel path network with bollards
  3. Open space kick-about and event area
  4. Re-established entry landscaping
  5. Maintained station building, carriage and picnic table
  6. Upgraded shelter
  7. Maintained community house and community garden
  8. Pizza oven (electric)
  9. Feature timber benches
  10. Relocated bus shelter
  11. Hit-up wall and basketball area
  12. Toddler play node
  13. Exercise equipment
  14. Play node
  15. 2 picnic shelters, covered barbecue, outdoor sink, rainwater tank and drinking fountain
  16. 2 picnic shelters
  17. Formal avenue of fruit trees
  18. Bus pull-off extension
  19. Car park extension
  20. Water outlet relocation
  21. Skate space
  22. Skate space extension
  23. Amenities extension
  24. Feature entry landscaping
  25. Timber bench seats
- A. Country Fire Authority station  
B. Council depot





### Rex Norman Park - Concept layout (detail)





## Staged implementation and indicative costing

The cost of the development of the master plan is beyond the Council's and the community's ability to fund in the short-term. Thus, this section provides an initial project breakdown for consideration and discussion and proposes a staged budgeting approach.

The information provided is designed as a flexible guide—changes in user priorities or earlier opportunities for funding may alter staging. The adjoining table summarises indicative costs (and do not include legal fees or GST).

### Stage 1 (short-term)

- ☐ construct the new picnic node (four picnic shelters, relocated/upgraded barbecue, outdoor sink, tank, drinking fountain and relocated bin)
- ☐ establish the new play node
- ☐ establish simple fixed exercise equipment
- ☐ refurbish the main shelter (investigate opportunities to 'open' up the shelter through detailed design, relocate the existing tank to the picnic node, install powerpoints)
- ☐ plant feature shade trees (and remove blackwood trees near amenities and in the south-west corner of the Park)
- ☐ re-establish entry landscaping
- ☐ install signage (directional, park naming feature signage and park name interpretive (include acknowledgement of traditional owners))
- ☐ install railway sleeper picnic table
- ☐ replace timber edging with railway track edging (commence in short-term)

### Stage 2 (medium-term)

- ☐ investigate closing the depot road entry off Old Beech Forest Road and relocating the water point
- ☐ commence development of the skate space (stage 1)
- ☐ construct the hit-up wall and basketball area
- ☐ commence the gravel path network (and associated drainage swale redevelopment) and bollard construction
- ☐ extend the bollards around the south-east perimeter of the Park
- ☐ redevelop the bus shelter
- ☐ install additional timber bench seats

### Stage 3 (long-term)

- ☐ if future demand requires, extend the amenities building
- ☐ develop future stages of the skate space
- ☐ undertake car park and bus pull-off changes along Old Beech Forest Road
- ☐ develop the pizza oven
- ☐ establish fruit trees, feature entry and gravel path (ensure suitable drainage options are considered)

| Stage                   | Ref. no. | Area                                    | Description                                                                                                                | Cost    |
|-------------------------|----------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------|
| 1                       | 15, 16   | Picnic node                             | Construct 4 timber picnic shelters, relocate the barbecue and tank                                                         | 60,000  |
|                         | 12, 14   | Activity node                           | Establish play node                                                                                                        | 35,000  |
|                         | 13       | Activity node                           | Install fixed exercise equipment                                                                                           | 15,000  |
|                         | 6        | Shelter                                 | Refurbish                                                                                                                  | 1,000   |
|                         | n/a      | Landscaping                             | Plant feature shade trees                                                                                                  | 3,000   |
|                         | 4        | Landscaping                             | Re-establish feature entry                                                                                                 | 1,000   |
|                         | 1        | Signage                                 | Directional, feature park name, interpretive                                                                               | 8,500   |
|                         | n/a      | Landscaping                             | Replace timber edging                                                                                                      | 2,000   |
|                         | 5        | Building node                           | Construct railway sleeper picnic table                                                                                     | 2,000   |
|                         | 9        | Landscaping                             | Construct feature timber bench seating                                                                                     | 4,000   |
|                         | Stage 1  |                                         | Sub-total (with rounding)                                                                                                  | 131,500 |
| 2                       | 20       | Depot                                   | Close entry road and relocate water point                                                                                  | 3,000   |
|                         | 21       | Activity node                           | Construct skate space (stage 1)                                                                                            | 50,000  |
|                         | 11       | Activity node                           | Construct hit-up wall and basketball area                                                                                  | 15,000  |
|                         | 2        | Paths                                   | Commence gravel path network and bollards                                                                                  | 50,000  |
|                         | n/a      | Fencing                                 | Extend bollards (SE corner)                                                                                                | 3,000   |
|                         | 10       | Shelter                                 | Redevelop the bus shelter                                                                                                  | 5,000   |
|                         | 25       | Landscaping                             | Install timber bench seats                                                                                                 | 4,000   |
|                         | Stage 2  |                                         | Sub-total (with rounding)                                                                                                  | 130,000 |
| 3                       | 23       | Amenities                               | Extend the amenities building                                                                                              | 50,000  |
|                         | 22       | Activity node                           | Future skate space extension                                                                                               | 50,000  |
|                         | 18, 19   | Parking                                 | Car park extension and bus pull-off                                                                                        | 45,000  |
|                         | 8        | Picnic node                             | Construct a pizza oven                                                                                                     | 8,000   |
|                         | 17       | Landscaping                             | Establish fruit trees, feature entry and gravel path (path cost has been incorporated in the Park-wide project in Stage 2) | 3,000   |
|                         | Stage 3  |                                         | Sub-total (with rounding)                                                                                                  | 156,000 |
| Sub-total               |          |                                         | 417,500                                                                                                                    |         |
|                         |          | Contingency and sundry site works (10%) | 41,750                                                                                                                     |         |
|                         |          | Sub-total                               | 459,250                                                                                                                    |         |
|                         |          | Escalation (2%)                         | 9,185                                                                                                                      |         |
| TOTAL rounded (exc GST) |          |                                         | 468,400                                                                                                                    |         |





|                         |             |
|-------------------------|-------------|
| TOTAL FUNDS             | \$10,000.00 |
| Total Funds Recommended | \$9,633.00  |

## COMMUNITY FUNDING PROGRAM 2016-2017 - COPACC ASSISTANCE CATEGORY ASSESSMENTS

| APP NO | ORGANISATION                     | PROJECT                                                | AMOUNT REQUESTED   | Date of Event     | TOTAL PROJECT COST  | Org Cash Cont      | Org in Kind Cont    | Misc Contributions/ Sponsorship | Previous Funding 2015/16 | Previous Funding 2014/15 | Previous Funding 2013/14 | OFFICER COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                  | COUNCIL ENDORSED COMMENTS                                                                                                                                                                              | Officer Recommended Amount | Councillor Recommended Amount |
|--------|----------------------------------|--------------------------------------------------------|--------------------|-------------------|---------------------|--------------------|---------------------|---------------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------------|
| 1      | Colac Area Health                | Battle of the Bands 2016                               | \$1,655.00         | 01/08/16          | \$11,310            | \$0                | \$8,100             | \$9,155                         | \$1,100                  | \$700                    | \$1,096.00               | Battle of the bands gives young people a forum for self-expression, allows them to undertake professional development in relation to music and event production. Connects Colac Otway Shire youth with youth across the region as the Battle of the Bands progresses.                                                                                                                                                                             | All Councillors accepted the Officers Comments                                                                                                                                                         | \$1,655                    | \$1,655                       |
| 2      | Colac Music Teachers Association | CMTA 2016 Eisteddfod                                   | \$842.50           | 30 & 31 /7/16     | \$107,421           | \$1,900            | \$6,000             | \$2,000                         | \$673                    | \$510                    | \$745.00                 | Opportunity for young musicians to perform, boost confidence and receive professional feedback.                                                                                                                                                                                                                                                                                                                                                   | All Councillors accepted the Officers Comments                                                                                                                                                         | \$843.00                   | \$843.00                      |
| 3      | Colac Music Teachers Association | Masterclass and Piano Recital by Pianist Sonoka Miyake | \$216.25           | 28/08/16          | \$1,953             | \$0                | \$650               | \$1,086                         | \$673                    | \$510                    | \$745.00                 | It is intended to offer the master class and performance free of charge to foster an appreciation of classical music; and to inspire local piano students.                                                                                                                                                                                                                                                                                        | All Councillors accepted the Officers Comments                                                                                                                                                         | \$217.00                   | \$217.00                      |
| 4      | Colac West Primary School        | Colac West Primary Production                          | \$1,017.00         | 27/10/16          | \$2,767             | \$1,750            | \$0                 | \$0                             | \$960                    | \$960                    | \$930.00                 | A celebration for the school community; an opportunity for parents to see their children perform in a professional venue; engenders pride in the school community; considered one of the single most important events in the school calendar                                                                                                                                                                                                      | All Councillors accepted the Officers Comments                                                                                                                                                         | \$1,017                    | \$1,017                       |
| 5      | Colac Specialist School          | 2016 Awards Night and musical                          | \$1,089.00         | Oct-16            | \$6,239             | \$3,150            | \$2,000             | \$0                             | \$900                    | \$0                      | \$0.00                   | Give students a sense of pride in their work and showcases the school's creative ability to a wider audience which raises the school's profile and engenders pride in the school community and its students.                                                                                                                                                                                                                                      | All Councillors accepted the Officers Comments                                                                                                                                                         | \$1,089                    | \$1,089                       |
| 6      | Elliminyt Primary School         | School Biennial productions                            | \$2,075.00         | 01/10/16          | \$4,150.00          | \$2,075.00         | \$1,000.00          |                                 | \$0.00                   | \$500.00                 | \$0.00                   | Teacher and student development related to the performing arts curriculum. Important event for school community. Discussion held with school principal and budget adjusted.                                                                                                                                                                                                                                                                       | All Councillors accepted the Officers Comments                                                                                                                                                         | \$759                      | \$759                         |
| 7      | Forrest Neighbourhood House      | Food finale cook off competition                       | \$538.00           | 27-Nov-16         | \$9,098.00          | \$538.00           | \$7,790.00          |                                 | \$0.00                   | \$0.00                   | \$0.00                   | Successful achievement of the the broader program objectives, which will see an increase in food security, social connectedness, health and wellbeing, employment readiness. Budget adjusted.                                                                                                                                                                                                                                                     | All Councillors accepted the Officers Comments                                                                                                                                                         | \$538                      | \$538                         |
| 8      | Rotary Club of Colac West Inc    | Melbourne Cup Luncheon 2016                            | \$2,000.00         | 14/11/16          | \$12,500.00         | \$8,500.00         | \$2,000.00          |                                 | \$0.00                   | \$0.00                   | \$0.00                   | A celebration of the race that stops a nation – providing a social outlet for local people.<br><br>* The Rotary Club did not seek a quote in relation to this grant application. Last year their bill was \$1327. On reviewing their account from last year, they would be entitled to apply for \$550. In their application they have asked for \$2000 to cover catering (which is not eligible for funding under this program) and COPACC hire. | Application and quote from 2015 reviewed. Rotary Club only eligible for 50% of the COPACC hire charge of \$1100. Query on \$550 of \$2000 requested - \$550 is based on previous years (2015) figures. | \$550                      | \$550                         |
| 9      | Sacred Heart Primary School      | School Production                                      | \$1,232.00         | 17 & 18/10/16     | \$3,999.00          | \$331.60           | \$2,425.00          |                                 | \$1,180.00               | \$0.00                   | \$0.00                   | Opportunity for the school's families and children to reflect on their talent and learnings in relation to the performing arts.                                                                                                                                                                                                                                                                                                                   | All Councillors accepted the Officers Comments                                                                                                                                                         | \$1,035                    | \$1,035                       |
| 10     | The Colac Players                | Theatre Production                                     | \$3,000.00         | 21 to 28 May 2017 | \$16,325.00         | \$12,375.00        | \$89,000.00         | \$700.00                        | \$3,000.00               | \$3,761.00               | \$2,500.00               | Encourage participation in the arts, personal development and self confidence in the Players.<br><br>*It was very difficult to assess this application because The Players haven't decided on their production yet, so impossible to quote accurately. Officer recommendation - any funds left over are held in reserve so that if the Players, or other successful applicants requirements grow, we can further assist them.                     | All Councillors accepted the Officers Comments                                                                                                                                                         | \$1,930                    | \$1,930                       |
|        |                                  |                                                        | <b>\$13,664.75</b> |                   | <b>\$175,761.00</b> | <b>\$30,619.60</b> | <b>\$118,965.00</b> |                                 | <b>\$8,485.50</b>        | <b>\$6,941.00</b>        | <b>\$6,016.00</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                        | <b>\$9,633.00</b>          | <b>\$9,633.00</b>             |

## COMMUNITY FUNDING PROGRAM 2016-2017 - SMALL EQUIPMENT &amp; TRAINING CATEGORY ASSESSMENTS

|                        |  |             |                           |             |                             |             |  |  |  |  |  |  |  |  |  |  |  |  |
|------------------------|--|-------------|---------------------------|-------------|-----------------------------|-------------|--|--|--|--|--|--|--|--|--|--|--|--|
| TOTAL PROJECT REQUESTS |  | \$13,674.50 | Total Officer Recommended | \$13,675.00 | Total Councilor Recommended | \$13,202.00 |  |  |  |  |  |  |  |  |  |  |  |  |
|------------------------|--|-------------|---------------------------|-------------|-----------------------------|-------------|--|--|--|--|--|--|--|--|--|--|--|--|

| APP NO | ORGANISATION                           | PROJECT                                 | DESCRIPTION                                                                                                                   | AMOUNT REQUESTED | TOTAL PROJECT COST | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2015/16 | Funding received 2014/15 | Funding received 2013/14 | PERMITS/ PERMISSION REQUIRED<br>Building=B Planning =P Infrastructure=I<br>(ALT+ENTER = Next Line) | OFFICER | Officer Comment                                                                                                                                                                                                                                                                                                                                                                                        | Councilor Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Officer Recommended Amount | Councilor Recommended Amount |
|--------|----------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|----------------------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|
| 1      | Apollo Bay Preschool Inc               | Early childhood Education Conference    | To provide essential professional development for teaching staff at the kindergarten                                          | \$1,000.00       | \$2,000.00         | \$0.00        |                                 | \$1,000.00       | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required                                                                        | VJ      | The funding enables staff professional development (attendance at the Early Childhood Education Conference in 2017 for 2 staff) and assists the kinders voluntary committee with budget limitations for staff professional development, whilst ensuring a financially sustainable kinder.                                                                                                              | BC - run by a volunteer committee. Less enrolments which is impacting on finances. All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | \$1,000.00                 | \$1,000.00                   |
| 2      | Apollo Bay Sailing Club                | Top Yacht Handicap                      | Purchase of a laptop computer, printer, small generator and 'Top Yacht' handicapping software                                 | \$1,000.00       | \$2,060.00         | \$1,060.00    |                                 |                  | \$1,000.00               | \$0.00                   | \$0.00                   | No building permit required                                                                        | VJ      | Equipment purchase necessary to assist the club's volunteers with handicapping sailing regatta's - includes purchase of laptop, printer, generator & 'Top Yacht' handicap program software. This project will bring the club inline with other sailing clubs handicapping systems and allow the club to run invitational regattas in Apollo bay.                                                       | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$1,000.00                 | \$1,000.00                   |
| 3      | Colac Basketball Assoc Inc             | Office Equipment                        | Install network systems, desktop computer and internet services into new office in Bluewater Fitness Centre basketball courts | \$1,000.00       | \$2,000.00         | \$1,000.00    |                                 |                  | \$5,750.00               |                          |                          | No building permit required                                                                        | VJ      | Basketball office setup at Bluewater (computer, network system for printer, internet service). This project will provide the club with a networked desktop scoring system which links the office & court scoring laptops allowing for reduced duplication and save on volunteer time.                                                                                                                  | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$1,000.00                 | \$1,000.00                   |
| 4      | Colac Braves Baseball Club Inc         | Document Recording and on-line training | Purchase of a laptop computer for club and player registrations and insurance details that need to be completed on-line       | \$550.00         | \$1,100.00         | \$550.00      |                                 |                  | \$1,000.00               |                          |                          | No building permit required                                                                        | VJ      | Project will allow the club to enter player details rather than the need for player doing it themselves. A more professional approach towards the running of the club and junior program.                                                                                                                                                                                                              | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$550.00                   | \$550.00                     |
| 5      | Colac Central Indoor Bowls             | Indoor Yellow Bowls                     | Purchase new indoor yellow bowls to replace the current 40 year old equipment                                                 | \$660.00         | \$1,320.00         | \$660.00      |                                 |                  |                          |                          |                          | No building permit required                                                                        | VJ      | This project will provide players with updated equipment which is currently 40 years old which will help players ability and confidence in seeing the bowls.                                                                                                                                                                                                                                           | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$660.00                   | \$660.00                     |
| 6      | Colac & District Cricket Assoc Inc     | Replace roller motor                    | Replace damaged motor for Cricket pitch mower/roller unit. Description changed to stolen motor.                               | \$1,000.00       | \$2,000.00         | \$1,000.00    |                                 |                  |                          |                          |                          | No building permit required                                                                        | NF      | Original request for replacing a seized motor for the roller. After speaking with the applicant and seeking project clarification the project is to replace the mower motor as it was stolen and needs to be replaced.                                                                                                                                                                                 | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$1,000.00                 | \$1,000.00                   |
| 7      | Colac Old Time Dance Club Inc          | Laptop                                  | Replace 8 year old computer which has been experiencing failures.                                                             | \$750.00         | \$1,500.00         | \$650.00      |                                 | \$100.00         |                          |                          |                          | No building permit required                                                                        | VJ      | This project provides the club with a reliable laptop to play music and dance instruction. Current laptop is 8 years old.                                                                                                                                                                                                                                                                              | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$750.00                   | \$750.00                     |
| 8      | Colac Otway Residents Action Group Inc | Laptop Computers                        | Public access computer and printer to assist socially disadvantaged job seekers and a computer for administration             | \$1,000.00       | \$2,000.00         | \$1,000.00    |                                 |                  |                          |                          |                          | No building permit required                                                                        | JW      | The project will provide office equipment to allow for members to complete administration duties and a second laptop for public access to assist socially disadvantaged job seekers with job applications. Current bank statement has only \$500, spoke to CO Residents Group they said they can support the \$1000 they have stated. Officers have asked for a bank statement to support their claim. | BC - querying public access. How would the public access work - public access is for people from the community needing access to computer equipment for resumes, job applications, etc. Questions asked of the group - assured that there was money to provide their matching contribution. Query on status of the group - where would they operate from? Officers to follow up on how many members, how the equipment would be made available to the public. If Officers verify access and membership, Advisory Committee happy to support project. Officer Follow up: membership - 30 people, the group meets once a month at the 2nd Scout hall. The groups laptop to be stored at the President's premises, public access to be made on a booking basis by people from the community contacting the group and meeting at the members house with the laptop or at the scout hall. The other laptop to be used for group administration including meeting minutes, etc. NF 01/06/2016 recommend \$527 - 50% of the purchase of 1 laptop & software, bag and mouse as quoted for club administrative duties. No computer to be made available for public access - public computers are available at the library. | \$1,000.00                 | \$527.00                     |
| 9      | Colac Swimming Club Inc                | Poolside Tidy Trolley                   | Purchase of trolley to allow equipment to be wheeled poolside for training                                                    | \$719.00         | \$1,438.00         | \$719.00      |                                 |                  | \$690.00                 |                          | \$600.00                 | No building permit required                                                                        | VJ      | Project provides for better OH&S storage solution for the club by providing a storage trolley to be also use poolside.                                                                                                                                                                                                                                                                                 | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | \$719.00                   | \$719.00                     |



COMMUNITY FUNDING PROGRAM 2016-2017 - SMALL EQUIPMENT & TRAINING CATEGORY ASSESSMENTS

| TOTAL PROJECT REQUESTS |                                                             | \$13,674.50                                        | Total Officer Recommended                                                                           | \$13,675.00      | Total Councilor Recommended | \$13,202.00   |                                 |                  |                          |                          |                          |                                                                                                    |         |                                                                                                                                                                                                                                                   |                                               |                            |                              |
|------------------------|-------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------|-----------------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|----------------------------------------------------------------------------------------------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------|------------------------------|
| APP NO                 | ORGANISATION                                                | PROJECT                                            | DESCRIPTION                                                                                         | AMOUNT REQUESTED | TOTAL PROJECT COST          | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2015/16 | Funding received 2014/15 | Funding received 2013/14 | PERMITS/ PERMISSION REQUIRED<br>Building=B Planning =P Infrastructure=I<br>(ALT+ENTER = Next Line) | OFFICER | Officer Comment                                                                                                                                                                                                                                   | Councilor Comment                             | Officer Recommended Amount | Councilor Recommended Amount |
| 10                     | Cororooke Playgroup Auspice: St Brendan's Parents & Friends | Toys & Equipment                                   | To acquire some interactive and stimulating toys and equipment for toddlers.                        | \$217.00         | \$434.00                    | \$217.00      |                                 |                  |                          |                          |                          | No building permit required                                                                        | JW      | Provides this group with stimulating toys for toddlers to enjoy.                                                                                                                                                                                  | All Councilors accepted the Officers Comments | \$217.00                   | \$217.00                     |
| 11                     | Eliminyt Public Hall Inc                                    | Refridgerator                                      | Purchase fridge for drinks and hall hire                                                            | \$314.50         | \$629.00                    | \$314.50      |                                 |                  |                          |                          |                          | No building permit required<br>E= Fridge should be at least 2.5 star energy rated                  | VJ      | Benefits hall users (keep/store cold drinks). Food safety.                                                                                                                                                                                        | All Councilors accepted the Officers Comments | \$315.00                   | \$315.00                     |
| 12                     | Irrewarra-Beeac Football Netball Club Inc                   | Netball Equipment                                  | Massage tables, stretcher and first aid bags                                                        | \$1,000.00       | \$2,000.00                  | \$1,000.00    |                                 |                  | \$1,000.00               | \$1,000.00               |                          | No building permit required                                                                        | VJ      | Improves medical treatment for club netball players and visiting teams. Provides OHS compliant equipment for treatment of injuries. Values players and volunteers by having the appropriate equipment.                                            | All Councilors accepted the Officers Comments | \$1,000.00                 | \$1,000.00                   |
| 13                     | Lions Club of Forrest & District                            | Laptop and Software                                | Update of 10 year old laptop                                                                        | \$972.00         | \$1,944.00                  | \$972.00      |                                 |                  |                          |                          |                          | No building permit required                                                                        | VJ      | Up to date and current information technology enhances and facilitates the role of the secretary. Economical and beneficial in allowing the secretary to communicate readily with members and keep abreast on international and Lions activities. | All Councilors accepted the Officers Comments | \$972.00                   | \$972.00                     |
| 14                     | Otway Badminton Club Inc                                    | 12 months supply of shuttles                       | Purchase yearly amount of shuttles for Winter and Summer seasons                                    | \$300.00         | \$1,335.00                  | \$1,035.00    |                                 |                  |                          |                          |                          | No building permit required                                                                        | VJ      | Funds will provide the club with a year's supply of Badminton Shuttles (\$300 is the cost of new shuttles). Assists the small club to operate successfully in a remote town for generations to come.                                              | All Councilors accepted the Officers Comments | \$300.00                   | \$300.00                     |
| 15                     | Otway Derby Dolls                                           | Level 2 First Aid Training                         | Equip six experienced skaters with the ability to apply first aid                                   | \$821.00         | \$1,643.00                  | \$72.00       |                                 | \$750.00         |                          |                          |                          | No building permit required                                                                        | VJ      | * Late budget change made 31/05/2016, due to not being able to contact Grants Officer. Project will provides necessary first aid training for 6 club members. Request for funding is to cover the cost of the first aid training course.          | All Councilors accepted the Officers Comments | \$821.00                   | \$821.00                     |
| 16                     | Positive Ageing Ambassadors / Auspice: Community Hub Inc    | First Aid Training for older volunteers            | Provide first aid training for at least 7 community organisations (14 people)                       | \$1,000.00       | \$2,000.00                  | \$1,000.00    |                                 |                  |                          |                          |                          | No building permit required                                                                        | VJ      | First Aid training for seniors volunteering in community organisations. Provides low cost Level 2 First Aid Training for 2 members from 7 community organisations each. Total of 14 places being available for volunteers.                        | All Councilors accepted the Officers Comments | \$1,000.00                 | \$1,000.00                   |
| 17                     | South West Do Care Inc                                      | Replacement pads on defib and data projector stand | Replacement pads on defib and data projector stand                                                  | \$371.00         | \$743.00                    | \$322.00      |                                 | \$50.00          |                          |                          |                          | No building permit required                                                                        | VJ      | Provide up to date first aid equipment and projector stand for safer use of the projector system - OH&S Benefit.                                                                                                                                  | All Councilors accepted the Officers Comments | \$371.00                   | \$371.00                     |
| 18                     | Wye River Surf Lifesaving Club                              | Equipment Trailer                                  | Metal frame to fit IRB trailer so that it can be used to transport multiple Nipper boards to events | \$1,000.00       | \$2,154.46                  | \$1,154.46    |                                 |                  | \$1,565.00               | \$995.00                 | \$1,000.00               | No building permit required                                                                        | VJ      | This project will allow the club to efficiently transport surf lifesaving equipment for competitions. This will increase enjoyment and participation of the volunteer surf lifesaving community at an older level after Nippers.                  | All Councilors accepted the Officers Comments | \$1,000.00                 | \$1,000.00                   |
|                        |                                                             |                                                    |                                                                                                     | \$13,674.50      | \$28,300.46                 | \$12,725.96   | \$0.00                          | \$1,900.00       | \$11,005.00              | \$1,995.00               | \$1,600.00               |                                                                                                    |         |                                                                                                                                                                                                                                                   |                                               | \$13,675.00                | \$13,202.00                  |

## COMMUNITY FUNDING PROGRAM 2016-2017 - RECREATION FACILITIES CATEGORY ASSESSMENTS

| TOTAL PROJECT REQUESTS |                                           | \$51,333.00                                      | TOTAL Officer Recommendations                      | \$48,038.00      | TOTAL Councilor Recommendations | \$50,038.00   |                  |                                  |                          |                          |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                       |                            |                              |
|------------------------|-------------------------------------------|--------------------------------------------------|----------------------------------------------------|------------------|---------------------------------|---------------|------------------|----------------------------------|--------------------------|--------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|
| APP NO                 | ORGANISATION                              | PROJECT                                          | DESCRIPTION                                        | AMOUNT REQUESTED | TOTAL PROJECT COST              | Org Cash Cont | Org In Kind Cont | Misc Contributions / Sponsorship | Funding received 2015/16 | Funding received 2014/15 | Funding received 2013/14 | PERMITS/ PERMISSION REQUIRED Building=B Planning =P Infrastructure=I Health=H Environment=E (ALT+ENTER = Next Line)                                                                                                                                                                                                                                                                                                                                        | OFFICER | Officer comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Councilor Comments                                                                                                                                                                                                                                                                                    | Officer Recommended Amount | Councilor Recommended Amount |
| 1                      | Alvie Football Netball Club               | Behind the goal Net                              | Installation of goal netting behind northern goals | \$4,560.00       | \$9,120.00                      | \$ 4,560.00   | \$0.00           |                                  | \$5,000.00               | \$4,000.00               | \$0.00                   | No building permit required<br>P=Liaise with Statutory Planning to establish if planning permit required.                                                                                                                                                                                                                                                                                                                                                  | JW      | The behind the goal netting will prevent the risks associated with people entering farm land and provide improved club professionalism. Officer Comment - need to add a clause to the funding - re: it will be the club's responsibility to maintain the nets.                                                                                                                                                                                                                                                                                                    | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                         | \$4,560.00                 | \$4,560.00                   |
| 2                      | Apollo Bay Community Youth Club Inc       | Verandah                                         | Construction of 6x5m covered area.                 | \$4,225.00       | \$8,450.00                      | \$ 4,225.00   | \$0.00           |                                  | \$0.00                   | \$0.00                   | \$0.00                   | Building Permit required. Approx. permit fee = \$627.40<br>P=Planning permit required.                                                                                                                                                                                                                                                                                                                                                                     | JW      | Project will benefit all users of the youth club and also the community farmers market which is run every month.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                         | \$4,225.00                 | \$4,225.00                   |
| 3                      | Beeac Tennis Club Inc                     | Storage Solution                                 | Construction of 3x3m Shed                          | \$1,025.00       | \$2,100.00                      | \$1,050.00    | \$25.00          |                                  | \$1,750.00               | \$0.00                   | \$0.00                   | No building permit required as under 10m2<br>I= Produce a site plan<br>- Details of the new shed, concrete slab details etc.<br>- Make sure contractors have public liability insurance and are able to prepare (JSA) before engagement.<br>P=Planning permit required                                                                                                                                                                                     | JW      | Project will provide a storage shed that allows for the safe housing of tennis club equipment, garden and maintenance items for maintenance of Beeac Tennis Club. Equipment is currently stored in the toilets and are a OH&S hazard.                                                                                                                                                                                                                                                                                                                             | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                         | \$1,025.00                 | \$1,025.00                   |
| 4                      | Birregurra Bowling Club                   | Accoustic Ceiling                                | Installation of accoustic ceiling                  | \$3,200.00       | \$7,000.00                      | \$3,200.00    | \$600.00         |                                  | \$2,000.00               | \$2,915.00               | \$0.00                   | No building permit required. P=No planning permit required for internal works.                                                                                                                                                                                                                                                                                                                                                                             | JW      | Project will help the club provide a space in which they can hold speeches and be heard without the use of a PA system (most of the club's members are elderly).                                                                                                                                                                                                                                                                                                                                                                                                  | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                         | \$3,200.00                 | \$3,200.00                   |
| 5                      | Colac Field & Game                        | Supply & Install new PA system                   | Supply & Install new PA system                     | \$2,000.00       | \$4,040.00                      | \$0.00        | \$2,040.00       |                                  | \$2,000.00               | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                                                                                                                                                                                                                                                                                                                | JW      | The project will provide the club with a reliable PA system for both inside and outside of the clubrooms. The club is used by a wide range of community groups inclu.CFA, dept of environment and a local riding club.                                                                                                                                                                                                                                                                                                                                            | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                         | \$2,000.00                 | \$2,000.00                   |
| 6                      | Colac Golf Club                           | Underground power to main irrigation storage dam | Underground power to main irrigation storage dam   | \$5,000.00       | \$14,770.00                     | \$8,770.00    | \$1,000.00       |                                  | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required<br>E= Only trigger would be \$2.17. However, the exemption for planted vegetation applies. No Objection.<br>P=Planning permit not required if works do not change topography of land.                                                                                                                                                                                                                                          | JW      | The project will provide a greener, safer and cost effective operating system for the movement of water between the main storage dam through to the irrigation system. Officer Comment - need to add a clause to the funding - re: the club need to ensure it gets a certificate of electrical safety from the contractor.                                                                                                                                                                                                                                        | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                         | \$5,000.00                 | \$5,000.00                   |
| 7                      | Colac Pony Club Inc                       | Installation of Envirosep waste Dispersal system | Installation of Envirosep waste Dispersal system   | \$5,000.00       | \$24,204.49                     | \$19,204.49   |                  |                                  | \$0.00                   | \$1,000.00               | \$402.60                 | No building permit required<br>Health Protection? P=No permit required for works if topography of land no changed.<br>Advise if above ground structures.                                                                                                                                                                                                                                                                                                   | JW      | Contacted on 11/5/2016 in relation to budget submitted and the need to be changed to fit within the guidelines (Requested \$10,000). Club has agreed to commit more money to enable this project to be finished. The club has been updating the pony club facilities in stages and includes a long term plan to replace the old office with a new office and bathroom facility. This project is Stage 2 and involves the upgrade of the waste management system to environmentally and safely treat the waste, which create a cleaner healthier facility for all. | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                         | \$5,000.00                 | \$5,000.00                   |
| 8                      | Cororooke Tennis Club                     | Water Tank                                       | Installation of water tank to clubrooms            | \$1,295.00       | \$2,590.00                      | \$1,295.00    |                  | 0.00                             | \$1,900.00               | \$0.00                   | \$0.00                   | No building permit required<br>Health Protection - signage would need to be included.<br>I= Tank water needs to be treated for public consumption; this has not been factored into the budget.<br>P=General exemption for rainwater tanks with a capacity of no more than 4500 litres.<br>Exemption for rainwater tank in Farming Zone, subject to setbacks. General exemption applies to ESO1.<br>Check with statutory planning prior to putting on site. | IS      | With the construction of the new tennis courts, the club currently has no club house facility. The application was seeking funding for the purchase of a water tank, no costs included for plumbing and water treatment. Council officers have health concerns with not treating the water if it is for public consumption as indicated in the application. Application not supported at this time due to the fact of no cost for treating the water.                                                                                                             | Query on tank water before club rooms are built. Officer to advise more a drinking fountain or tap to be installed if water is be used as drinking water. Cr's asked what is next in the Masterplan. No money for a tank but further investigation required for providing drinking water on the site. | \$0.00                     | \$0.00                       |
| 9                      | Irrewarra Beeac Football Netball Club Inc | Replace Hot water service                        | Replace Hot water service                          | \$2,940.00       | \$6,880.00                      | \$2,940.00    | \$1,000.00       |                                  | \$1,000.00               | \$1,000.00               | \$0.00                   | No building permit required<br>E= High efficiency gas instantaneous or high efficiency gas instantaneous boosted solar water heater, should be considered.                                                                                                                                                                                                                                                                                                 | JW      | The project will provide the club with a hot water system which meets current health standards and is safe to use, approx 150 people a week use this facility.                                                                                                                                                                                                                                                                                                                                                                                                    | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                         | \$2,940.00                 | \$2,940.00                   |



## COMMUNITY FUNDING PROGRAM 2016-2017 - RECREATION FACILITIES CATEGORY ASSESSMENTS

| TOTAL PROJECT REQUESTS |                                            | \$51,333.00                                                                                            | TOTAL Officer Recommendations                     | \$48,038.00      | TOTAL Councilor Recommendations | \$50,038.00   |                  |                                  |                          |                          |                          |                                                                                                                                                                                         |         |                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                |                            |                              |
|------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------|------------------|---------------------------------|---------------|------------------|----------------------------------|--------------------------|--------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|
| APP NO                 | ORGANISATION                               | PROJECT                                                                                                | DESCRIPTION                                       | AMOUNT REQUESTED | TOTAL PROJECT COST              | Org Cash Cont | Org In Kind Cont | Misc Contributions / Sponsorship | Funding received 2015/16 | Funding received 2014/15 | Funding received 2013/14 | PERMITS/ PERMISSION REQUIRED Building=B Planning =P Infrastructure=I Health=H Environment=E (ALT+ENTER = Next Line)                                                                     | OFFICER | Officer comments                                                                                                                                                                                                                                                                                                                                                                            | Councilor Comments                                                                                                                                                                                                                                                                             | Officer Recommended Amount | Councilor Recommended Amount |
| 10                     | Irrewarra Cricket Club                     | Practice nets at Colac secondary College - Stage 2                                                     | Installation of practice nets                     | \$5,000.00       | \$11,807.00                     | \$6,807.00    |                  |                                  | \$4,800.00               | \$0.00                   | \$0.00                   | No building permit required<br>P=Land in PU22 (Education)<br><br>If nets are associated with use carried out by or on behalf of the public land manager, no planning permit required.   | NF      | The project will provide benefit to a large cross section of the community includes. The club has 70 + members , students of the Colac Secondary Collage and the wider general public will benefit from this project.The move to the CSC was to sustain the growth of the club for future generation to come.                                                                               | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                  | \$5,000.00                 | \$5,000.00                   |
| 11                     | Irrewillipe Sports & Entertainment Complex | Reserve Masterplan                                                                                     | Hire consultant to produce masterplan for reserve | \$5,000.00       | \$12,760.00                     | \$7,760.00    | \$0.00           |                                  | \$0.00                   | \$1,500.00               | \$2,200.00               | No building permit required                                                                                                                                                             | NF      | Application submitted by community on behalf of users. Project will develop a master plan for reserve and provide direction and priorities for future developpment. The completion of a master plan will provide strategic justification for the sourcing of funding to improve facilities. Inkind not provided - however the time in working with consultants will be extensive for users. | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                  | \$5,000.00                 | \$5,000.00                   |
| 12                     | Kawarren Rec Reserve Committee Inc         | Kitchen Appliances: Dishwasher, Pots and Pans, Crockery, Glasses, Cutlery, Electric Countertop Griddle | Purchase of kitchen appliances                    | \$5,000.00       | \$10,016.80                     | \$2,716.80    | \$2,300.00       |                                  | \$0.00                   | \$3,795.00               | \$0.00                   | No building permit required<br>E= At least 3.5 star energy and water rating.<br><br>Overlap with Kawarren                                                                               | JW      | This project will install the appliances (not funded by the 2015/16 STIP project) This outcome of this project will provide a fully functioning commercial kitchen for wide range of community groups. Kawarren Tennis Club will use this as there club house, many community groups incl. LAWROC, CFA, Dept Environment and local schools in the colac area.                               | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                  | \$5,000.00                 | \$5,000.00                   |
| 13                     | Pirron Yallock Comm of Mgt                 | Tables and chairs for club rooms                                                                       | Tables and chairs for club rooms                  | \$2,988.00       | \$5,976.00                      | \$2,588.00    | \$400.00         |                                  | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                                             | JW      | The project will provide the Pirron Yallock community with adequate seating and tables for patrons bringing the number of seating from 25 to 100 people.                                                                                                                                                                                                                                    | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                  | \$2,988.00                 | \$2,988.00                   |
| 14                     | South Colac Sports Club Inc                | Facility Master Plan Completion                                                                        | Completion of master plan                         | \$2,000.00       | \$15,975.00                     | \$11,475.00   | \$2,500.00       |                                  | \$5,000.00               | \$850.00                 | \$0.00                   | No building permit required                                                                                                                                                             | NF      | Nothing new added to the master plan. Consultation with users has already occurred and should happen as part of the project. COS provided \$5000 towards this project iunder the 2015/16 Community Funding Program.                                                                                                                                                                         | Officer explained \$5000 provided in the current year. Club is asking for another \$2000 to complete the project. Review this project after the Community Funding Program budget is finalised - if \$2000 available then allocate funding. Project will benefit the community and user groups. | \$0.00                     | \$2,000.00                   |
| 15                     | Warrior Cricket Club                       | Cricket Net upgrade                                                                                    | Cricket Net upgrade                               | \$970.00         | \$1,940.00                      | \$970.00      |                  |                                  | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required<br>I=- Cricket nets to be installed to appropriate standards.<br>- Contractors to supply details of public liability insurance and (JSA) before engagement. | JW      | The project will help expand the junior cricket program and increase the facilities, as well as continue to hold the Victorian Premier Cricket games which bring many visitors to Colac.                                                                                                                                                                                                    | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                  | \$970.00                   | \$970.00                     |
| 16                     | Warrowie Recreation Reserve                | Outdoor Sensor Lights/Kitchen tap upgrade                                                              | Outdoor Sensor Lights/Kitchen tap upgrade         | \$1,130.00       | \$2,257.00                      | \$1,127.00    |                  |                                  | \$980.00                 | \$3,650.00               | \$0.00                   | No building permit required<br>E=High efficiency LED lightingor solar lighting options to be considered. Taps minimum WELS 3star rated to ensure water efficiency.                      | JW      | Clear application that outlines the project, why it is needed and the benefits for users. The request is for the installation of sensor lights and upgraded tap facilities for the kitchen to meet OH&S requirements.                                                                                                                                                                       | All Councilors accepted the Officers Comments                                                                                                                                                                                                                                                  | \$1,130.00                 | \$1,130.00                   |
|                        |                                            |                                                                                                        |                                                   | \$51,333.00      | \$139,886.29                    | \$78,688.29   | \$9,865.00       |                                  | \$24,430.00              | \$18,710.00              | \$2,602.60               |                                                                                                                                                                                         |         |                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                | \$48,038.00                | \$50,038.00                  |

## COMMUNITY FUNDING PROGRAM 2016-2017 - COMMUNITY PROJECTS CATEGORY ASSESSMENTS

| TOTAL PROJECT REQUESTS |                                                  | \$69,508.75                                             | TOTAL Officer recommendations                                                              | \$59,510.00      | TOTAL Councillor recommendations | \$55,932.00   |                                 |                  |                          |                          |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                 |                            |                               |
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| APP NO                 | ORGANISATION                                     | PROJECT                                                 | DESCRIPTION                                                                                | AMOUNT REQUESTED | TOTAL PROJECT COST               | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2015/16 | Funding received 2014/15 | Funding received 2013/14 | PERMITS/ PERMISSION REQUIRED<br>Building=B Planning =P<br>Infrastructure=I Health=H<br>Environment=E<br>(ALT+ENTER = Next Line)                                                                                                                                                                                                                                                                                                                                                                        | OFFICER | Officer Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Councillor Comments                                                                                                                                                                                                                                                                                             | Officer Recommended Amount | Councillor Recommended Amount |
| 1                      | Apollo Bay Chamber of Commerce Inc               | Feasibility Study AB to Skenes Creek                    | Feasability study for AB to SC coastal discovery trail                                     | \$5,000.00       | \$72,000.00                      | \$67,000.00   |                                 | \$0.00           | FESS                     | FESS                     | FESS                     | No building permit required                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | NF      | Good project with partnership and community support however question the eligibility under the community funding program Total Project Cost \$72,000 with \$52,000 committed to the project. Budget of \$10000 unconfirmed (economic recovery fund). Should be able to appoint a consultant to undertake for current budget of \$57,000.                                                                                                                                        | Money already available for this project. One grant unconfirmed. Question as to whether it fitted in with the Community Funding program guidelines. Officer recommendation is no.                                                                                                                               | \$0.00                     | \$0.00                        |
| 2                      | Apollo Bay Radio Inc                             | Broadcasting equipment                                  | Mutichannel unit, computer, microphones, headphones & stands, 2.4x2.4m marquee             | \$4,960.00       | \$13,260.00                      | \$7,405.00    |                                 | \$895.00         | \$0.00                   | \$1,000.00               | \$0.00                   | No building permit required                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | JV      | Project will give the radio station a much needed upgrade to the equipment required to conduct business, the station has a wide range of listeners and provides local information for events or situations within the town (particularly bushfire info). Apollo Bay Radio is also hoping to engage Apollo Bay P12 School to experience and learn how the station conducts show and podbeans.                                                                                    | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                                                  | \$4,960.00                 | \$4,960.00                    |
| 3                      | Apollo Bay Sailing Club                          | Carriopulmonary Resuscitation Course (CRC)              | Training course                                                                            | \$2,400.00       | \$4,800.00                       | \$2,250.00    |                                 | \$150.00         | \$1,000.00               | \$0.00                   | \$5,000.00               | No building permit required                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | JV      | Claiming matching contribution as all in-kind. Project allows 50% of members to be CPR qualified, 60 % of club members are over 55 years of age this will provide a safer environment for all members.                                                                                                                                                                                                                                                                          | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                                                  | \$2,400.00                 | \$2,400.00                    |
| 4                      | Barwon Child Youth & Family                      | Colac East Outdoor Shed                                 | Replacement of shed                                                                        | \$2,500.00       | \$5,760.00                       | \$2,460.00    |                                 | \$800.00         | \$5,000.00               | \$5,000.00               | \$0.00                   | B=Building Permit required if over 10m2<br>P=Permit may be required depending on location within site – liaise with statutory planning prior to erection of shed<br>E=Vege removal shouldn't need permit - confirmation should be sought.<br>I=- Check with Assets regarding any occurrence of Asbestos.<br>- Produce a site plan<br>- Details of the new shed, concrete slab details etc.<br>- Make sure contractors have public liability insurance and are able to prepare (JSA) before engagement. | JV      | Provides Kinder with a better storage facility to house Kindergarten equipment. In Kind contributions to erect a shed are excessive; volunteers are erecting the Kit Shed, for the committee to erect the shed \$1900 seems too much for the work to be completed (recommend \$800 for the inkind contribution)                                                                                                                                                                 | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                                                  | \$2,500.00                 | \$2,500.00                    |
| 5                      | Beeac Community Centre Inc (Hall)                | Replace Oval Fence, Ceiling Fans and Emergency Lighting | Replacement of oval fence, ceiling fans in hall and change over of exit & emergency lights | \$5,000.00       | \$12,772.21                      | \$5,772.21    |                                 | \$2,000.00       | \$1,700.00               | \$5,000.00               | \$1,300.00               | B=Fence height need to comply with standards refer to IR, Emerg Lighting needs to be checked with Wayne.<br>P=Permit required for fence.                                                                                                                                                                                                                                                                                                                                                               | JV      | Reasonable project that delivers outcomes for a community asset and will provide the users of the facility with a safe environment to conduct community activities. Fencing restricts unauthorised access to Oval, provides users with a safe Oval area. Works to be completed inside allows users to be more comfortable with the installation of ceiling fans over the Summer months and the installation of emergency lighting will provide users with a compliant facility. | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                                                  | \$5,000.00                 | \$5,000.00                    |
| 6                      | Birregurra Public Hall                           | New blinds for Hall and Supper Room                     | New blinds for Hall and Supper Room                                                        | \$2,631.00       | \$5,512.00                       | \$2,631.00    |                                 | \$250.00         | \$0.00                   | \$1,450.00               | \$1,675.00               | No building permit required                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | JV      | Project entails the improvement of a Colac Otway Shire owned facility, and brings about an improved state of health/safety and comfort for community members.                                                                                                                                                                                                                                                                                                                   | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                                                  | \$2,631.00                 | \$2,631.00                    |
| 7                      | Birregurra & District Senior Citizens Centre Inc | New Blinds                                              | Replacement of blinds in senior citizens room                                              | \$835.00         | \$1,670.00                       | \$835.00      |                                 | \$0.00           | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | JV      | Project entails the improvement of a Colac Otway Shire owned facility, and brings about an improved state of health/safety and comfort for community members.                                                                                                                                                                                                                                                                                                                   | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                                                  | \$835.00                   | \$835.00                      |
| 8                      | Carlisle River Hall Committee                    | Replace Roof                                            | Replacement of leaking iron roof with colorbond                                            | \$5,000.00       | \$18,500.00                      | \$5,000.00    |                                 | \$8,500.00       | \$0.00                   | \$5,000.00               | \$0.00                   | No building permit required<br>replacing like for like<br>P=Repairs and routine maintenance to an existing building or works do not require permit; replacing like with like would not require planning permit unless roof profile changed. Check with Planning if materials changing.                                                                                                                                                                                                                 | JV      | Project entails the improvement of the facility, and brings about an improved state of health/safety and comfort for community members. If the roof is not repaired water damage may affect the facility and invariably be deemed unsafe. The hall committee has been in contact re: committee has been successful in receiving grant funding from DELWP in conjunction with this project.                                                                                      | DEWLP will provide grant for the project in the 2016/2017 financial year. All Councillors accepted the Officers comments                                                                                                                                                                                        | \$5,000.00                 | \$5,000.00                    |
| 9                      | Colac Area Health - Youth Health Hub             | New Young Mums and Bubs Group                           | Support group for new mums                                                                 | \$2,000.00       | \$15,600.00                      | \$2,000.00    |                                 | \$11,600.00      | \$2,100.00               | \$2,100.00               | COPACC \$1500            | No building permit required                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | NF      | Due to a higher than average rate of teenage pregnancy, this program is aimed at providing life skills to disadvantaged young mums. This program doesn't receive mainstream funding. Council grant would be used for program supplies (art and craft materials), catering, and activity excursions. Supporting this program aligns with Council's Early Years Plan and ensures the child has the best opportunity to grow.                                                      | Officers clarified that this program is different to the usual mums and bubs program. Will provide face to face contact with teenage mums and provide life skills for young mums in dealing with a young baby. This program is above and beyond on what is usually provided in a regular mums and bubs program. | \$2,000.00                 | \$2,000.00                    |



## COMMUNITY FUNDING PROGRAM 2016-2017 - COMMUNITY PROJECTS CATEGORY ASSESSMENTS

| TOTAL PROJECT REQUESTS |                                                | \$69,508.75                                                         | TOTAL Officer recommendations                                                                                                                                                                        | \$59,510.00      | TOTAL Councillor recommendations | \$55,932.00   |                                 |                  |                          |                          |                          |                                                                                                                                                              |         |                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                          |                            |                               |
|------------------------|------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------|---------------|---------------------------------|------------------|--------------------------|--------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------------|
| APP NO                 | ORGANISATION                                   | PROJECT                                                             | DESCRIPTION                                                                                                                                                                                          | AMOUNT REQUESTED | TOTAL PROJECT COST               | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2015/16 | Funding received 2014/15 | Funding received 2013/14 | PERMITS/ PERMISSION REQUIRED<br>Building=B Planning =P<br>Infrastructure=I Health=H<br>Environment=E<br>(ALT+ENTER = Next Line)                              | OFFICER | Officer Comments                                                                                                                                                                                                                                                                        | Councillor Comments                                                                                                                                                                                                                                                                      | Officer Recommended Amount | Councillor Recommended Amount |
| 10                     | Colac Camera Club                              | Marketing Project and Purchase of Equip to operate more effectively | Purchase technical, admin & marketing equipment to operate more effectively                                                                                                                          | \$2,003.00       | \$4,006.00                       | \$2,003.00    |                                 | \$0.00           | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                  | JW      | Program aims to raise the club's profile and increase membership to a younger demographic. Funding will purchase                                                                                                                                                                        | Officer clarification - the club will purchase equipment for technical, administrative and marketing/promotion tasks includes purchase of veltex screening for print displays, laptop, off camera flash units, flatscreen TV for digital displays.Trying to encourage younger equipment. | \$2,003.00                 | \$2,003.00                    |
| 11                     | Colac Camera Club                              | Photographic Exhibition at Red Rock Gallery                         |                                                                                                                                                                                                      | \$661.00         | \$1,322.00                       | \$396.50      |                                 | \$264.50         | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                  | JW      | The Photographic Exhibition will build on the work of the Marketing Project as above. Councils contribution: Hire of venue, purchase banners and advertising flyers for the exhibition.                                                                                                 | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$661.00                   | \$661.00                      |
| 12                     | Colac Chorale Inc                              | Concert - A Rainbow of Songs                                        | To present a concert of songs around the theme of colour                                                                                                                                             | \$530.00         | \$14,662.50                      | \$1,000.00    | \$13,000.00                     | \$132.50         | 1600 (Anzac Day)         | COPACC                   | \$0.00                   | No building permit required                                                                                                                                  | JW      | Promotes community involvement by introducing new and exciting material for the members to learn and enjoy as well as keep general public entertained and engaged with the Colac Chorale.                                                                                               | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$530.00                   | \$530.00                      |
| 13                     | Colac & District Riding for the Disabled Colac | 2 Horses for Riding School                                          | To secure two replacement horses suitable for use with disabled clients                                                                                                                              | \$4,500.00       | \$14,000.00                      | \$4,500.00    |                                 | \$5,000.00       | \$5,000.00               | \$2,000.00               | \$1,000.00               | No building permit required                                                                                                                                  | JW      | This project (purchase of program horses) will promote continuity of the delivery of the colac riding school for the disabled which provides significant benefits to the community improved health/well being and social outlet.                                                        | BC - NDIS funding possibility (NDIS is more for individuals). BC - before we approve - ask the question of NDIS. All Councillors accepted the Officers Comments                                                                                                                          | \$4,500.00                 | \$4,500.00                    |
| 14                     | Colac & District Gem Club                      | Introduction to Gems                                                | Workshops to introduce gem stones, cutting, polishing and grinding to young and old people                                                                                                           | \$520.90         | \$1,320.90                       | \$0.00        |                                 | \$800.00         | \$0.00                   | \$0.00                   | \$122.00                 | No building permit required                                                                                                                                  | JW      | Budget page changed. The grant money will be used for Equipment Purchases. The event for the workshops is not currentky booked at COPACC. The Gem Club do run club workshops for targeted groups eg Do Care. Small club with only 7 members with limited opportunities to raise income. | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$521.00                   | \$521.00                      |
| 15                     | Colac & District Historical Society Inc        | 1958 Kanyana Festival Film Preservation                             | Restoration and conversion to DVD of 30 minute 16mm colour films of the first kanyana festival and colac rodeo, plus completion of digitisation and indexing of historical map and poster collection | \$1,010.00       | \$2,110.00                       | \$0.00        |                                 | \$1,100.00       | \$1,400.00               | \$600.00                 | \$660.00                 | No building permit required                                                                                                                                  | JW      | Project preserves local history, whilst providing significant benefits to the community as the Kana festival will celebrate 60 years next year and the film will be viewed at next year's festival.                                                                                     | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$1,010.00                 | \$1,010.00                    |
| 16                     | Colac & District Mens Shed                     | Completion of Mens Shed with power connection                       | Provision of underground power, cabling, meter boxes, hot water unit to shed                                                                                                                         | \$5,000.00       | \$11,710.87                      | \$6,710.87    |                                 | \$0.00           | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                  | NF      | Power required to have a fully functioning Men's Shed for Colac Community. Shed completed to lock up stage April 2016. Quote - Qualified Electrician to undertake work. Compliance checked with other council departments.                                                              | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$5,000.00                 | \$5,000.00                    |
| 17                     | Colac Legacy Club Inc                          | Air conditioner in flat behind legacy house                         | To install an air conditioner in the flat which is part of legacy house.                                                                                                                             | \$1,330.00       | \$2,760.00                       | \$1,330.00    |                                 | \$100.00         | \$1,000.00               | \$0.00                   | \$0.00                   | No building permit required<br>E=Min 4 star Energy efficient system both for heating and cooling. Insulation and draught proofing should also be considered. | NF      | Unit is part of Legacy House which provides urgent short term accomodation. Air conditioner to be installed by qualified electrician.                                                                                                                                                   | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$1,330.00                 | \$1,330.00                    |
| 18                     | Friends of Colac Botanic Gardens               | Printed Brochure                                                    | Design, print and distribute a brochure detailing one of the botanic gardens plant collections - oaks                                                                                                | \$480.00         | \$965.00                         | \$0.00        |                                 | \$485.00         | \$0.00                   | \$2,495.00               | \$0.00                   | No building permit required                                                                                                                                  | JW      | Asking for full amount - their matching contribution is in-kind. Project will help to educate the community on a series of botanic garden collections whilst stimulating an interest in the organisation.                                                                               | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$480.00                   | \$480.00                      |
| 19                     | Elliminyt Public Hall Inc                      | Renew spouting                                                      | To renew leaking and busted spouting on north and east side of hall                                                                                                                                  | \$801.35         | \$1,702.70                       | \$801.35      |                                 | \$100.00         | \$2,585.00               | \$1,615.00               | \$2,740.00               | No building permit required<br>P=Repair and maintenance proposed – no planning permit required.                                                              | JW      | Project entails the maintainance of the facility, and brings about an improved state of health/safety for community members.                                                                                                                                                            | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$802.00                   | \$802.00                      |
| 20                     | Larpent Hall Committee                         | First Aid and Defibrillator                                         | Purchase of first aid kit and defibrillator for hall                                                                                                                                                 | \$1,520.00       | \$3,040.00                       | \$1,520.00    |                                 |                  | \$3,146.00               | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                  | JW      | Project delivers life saving and first aid equipment to the Larpent Hall users which includes senior citizens, hall also available for use by the CFA in the event should they need access. Benefits more than just hall users.                                                         | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$1,520.00                 | \$1,520.00                    |
| 21                     | Old Beechy Rail Trail Committee of Management  | Mini Pamphlets                                                      | Produce pocket size simple and easy to read rail trail pamphlet                                                                                                                                      | \$700.00         | \$1,407.00                       | \$107.00      | \$100.00                        | \$500.00         | \$2,450.00               | \$3,000.00               | \$1,165.00               | No building permit required                                                                                                                                  | JW      | Project will provide a more sustainable method of printing for the tourist brochure which is also more user friendly (pocket sized easy to carry for walkers/cyclists). Increased participation and physical activity in Colacs open spaces. Environmentally Friendly.                  | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$700.00                   | \$700.00                      |
| 22                     | Otway Derby Dolls                              | New skaters equipment                                               | Purchase new safety pads to equip new members                                                                                                                                                        | \$1,540.00       | \$3,080.00                       | \$1,540.00    |                                 |                  | \$1,000.00               | \$938.00                 | \$0.00                   | No building permit required                                                                                                                                  | JW      | Quote to be provided. Project will encourage new members by making it more affordable with less individual equipment needing to be purchased. Provides community with a health and wellbeing outlet as well as community/social interaction.                                            | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$1,540.00                 | \$1,540.00                    |
| 23                     | Otway Coast Regenerative Farmers Inc           | Market and produce trailer                                          | Purchase of trailer                                                                                                                                                                                  | \$3,120.00       | \$6,242.00                       | \$2,797.00    |                                 | \$325.00         | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                  | NF      | Project will allow local farmers to sell under a single band. Excellent way to educate community on where there local food comes from.                                                                                                                                                  | Explanation of who are they. Not for profit organisation. How many? Range of lamb, beef, vegetables etc. Community benefit? Close to a commercial business. Recommend to approach AB Chamber of Commerce                                                                                 | \$3,120.00                 | \$0.00                        |
| 24                     | Otway Health                                   | Busy Little hands                                                   | Program to provide early intervetion for children to develop fine motor, visual and gross motor skills                                                                                               | \$4,450.00       | \$8,900.00                       | \$1,470.00    | \$1,780.00                      | \$1,200.00       | \$2,380.00               | \$0.00                   | \$0.00                   | No building permit required                                                                                                                                  | JW      | Project allows members of the public access to programs not currently under the NDIS or medicare scheme. Allows for education and development of the younger generation in a small remote town.                                                                                         | All Councillors accepted the Officers Comments                                                                                                                                                                                                                                           | \$4,450.00                 | \$4,450.00                    |

## COMMUNITY FUNDING PROGRAM 2016-2017 - COMMUNITY PROJECTS CATEGORY ASSESSMENTS

| TOTAL PROJECT REQUESTS |                                   | \$69,508.75                                      | TOTAL Officer recommendations                                                                     | \$59,510.00      | TOTAL Councillor recommendations | \$55,932.00   |                                 |                  |                          |                          |                          |                                                                                                                                                                                                                                                                                    |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                      |                            |                               |
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| APP NO                 | ORGANISATION                      | PROJECT                                          | DESCRIPTION                                                                                       | AMOUNT REQUESTED | TOTAL PROJECT COST               | Org Cash Cont | Misc contributions/ Sponsorship | Org In Kind Cont | Funding received 2015/16 | Funding received 2014/15 | Funding received 2013/14 | PERMITS/ PERMISSION REQUIRED<br>Building=B Planning =P<br>Infrastructure=I Health=H<br>Environment=E<br>(ALT+ENTER = Next Line)                                                                                                                                                    | OFFICER | Officer Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Councillor Comments                                                                                                                                                                                                                                                                                                                  | Officer Recommended Amount | Councillor Recommended Amount |
| 25                     | Yeodene Public Hall & Rec Reserve | Resurfacing Hall Floor and Heating of Hall       | Resurfacing Hall Floor and purchase of 2 portable gas heaters                                     | \$3,059.00       | \$6,358.00                       | \$3,049.00    |                                 | \$250.00         | \$0.00                   | \$3,400.00               | \$0.00                   | No building permit required<br>E=Energy efficient heating options should be considered. Insulation and draught proofing improvements should also be considered.<br>P=Heritage overlay on site, but no internal controls. Internal resurfacing of floor can be done without permit. | JW      | The project will protect and maintain the surface of the floor giving it integrity and longevity. To achieve a hall that is a facility for the community to have functions and bring people together                                                                                                                                                                                                                                                                  | DELWP land and hall. Precedent set. All Councillors accepted the Officers Comments                                                                                                                                                                                                                                                   | \$3,059.00                 | \$3,059.00                    |
| 26                     | Vic SES Colac Unit                | new locking system for Colac SES facilities      | Update of locking system due to discontinuation of keys for previous system                       | \$1,457.50       | \$3,372.50                       | \$1,915.00    |                                 |                  | \$550.00                 | \$0.00                   | \$0.00                   | No building permit required<br>I= Liaise with infrastructure before purchasing of locking system; provide details of the new locking system and whether it will have any impact on assets.                                                                                         | JW      | Provide a secure locking system to protect the SES facility. New members cannot be issued with Keys at the moment due to the discontinuation of the locking system.Potential delays in the system.                                                                                                                                                                                                                                                                    | LR - State government funded organisation.<br>BC - How does that stand with our policy?<br>Officer clarification of what other funding is available. Local committees raise funds. Building is on shire land. Originally under Small Equip but moved to Community - Advisory committee agreed on original funding request of \$1000. | \$1,458.00                 | \$1,000.00                    |
| 27                     | Victorian Nicolas Baudin Project  | The Victorian Nicolas Baudin project (sculpture) | Commision of 1.5m life-size bronze bust of Nicolas Baudin, purchase of bluestone plinth for stand | \$5,000.00       | \$37,000.00                      | \$0.00        |                                 | \$5,000.00       | \$0.00                   | \$0.00                   | \$0.00                   | No building permit required<br>P= No planning implications in terms of commissioning or producing bust.<br>Erection could require planning permit.                                                                                                                                 | NF      | The COS grant of \$5000 is to be used towards the ongoing cost of the printing of information brochures, yet the budget states \$600 cost of printing pamphlets and literature.<br>Total project cost is above the community funding guidelines (\$37,000). The group has not received any other funds towards the project.<br>No details of the auspice body have been provided. Project group not incorporated organisation or ABN provided and no GST explanation. | No other money for the project at the moment. Only volunteer hours. Picture of location of proposed statue. Perhaps funding through arts funding. Project is relevant to the local area.                                                                                                                                             | \$0.00                     | \$0.00                        |
| 28                     | Otway Conservation Association    | Boomerang Bags                                   | Implement a bag share concept within community to encourage the use of boomerang bags             | \$1,500.00       | \$16,500.00                      |               | \$4,300.00                      | \$10,700.00      |                          |                          |                          | No building permit required                                                                                                                                                                                                                                                        | JW      | Promotes sustainability. Environmental awareness for the whole community and visitors to the community.                                                                                                                                                                                                                                                                                                                                                               | Apollo Bay group. Great opportunity to reduce plastic bags in a coastal town with community use of recyclable bags. Grant funds will be used to purchase calico bags, sewing machines and fabric paint so that the group can make the bags.                                                                                          | \$1,500.00                 | \$1,500.00                    |
|                        |                                   |                                                  |                                                                                                   | \$69,508.75      | \$290,333.68                     | \$124,492.93  | \$19,180.00                     | \$50,152.00      | \$29,311.00              | \$33,598.00              | \$13,662.00              |                                                                                                                                                                                                                                                                                    |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                      | \$59,510.00                | \$55,932.00                   |

| SUMMARY OF FESTIVAL & EVENTS SUPPORT SCHEME 2016/17                                       |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------|----------------------------------------------|------------------------------------------------------------------------------------------|------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------|--------------|-----------------------|
|                                                                                           | Event                                                                | Community Group/Organisation            | Event Date                                   | Funding Committed through 2015/2016 FESS                                                 | Amount Requested | FESS Advisory Committee Assessment | Officer Comment                                                                                                                                                               | FESS Advisory Committee Comments          | Total Event Cost | In Kind Cost | Anticipated attendees |
| Events requesting variations                                                              |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 1                                                                                         | Colac Orchid Annual Show                                             | Colac Orchid Club Inc                   | 10 and 11 October 2016                       | \$500.00                                                                                 | \$1,000          | \$1,000                            | This event is in its second year of funding and has requested an increase funding to cover advetising costs.                                                                  | Supported Recommendation                  | \$12,375         | \$9,375      | 300                   |
| 2                                                                                         | Gellibrand Community Markets (was Gellibrand Sustainable Living Day) | Gellibrand Community House              | Last Sunday of August, November and May      | \$1,000.00                                                                               | \$2,000          | \$2,000                            | This event is in its second year of funding and has requested an increase funding to deliver quarterly markets. The last market is the Gellibrand Blues and Blueberry Market. | Supported Recommendation                  | \$7,320          | \$875        | 200                   |
| 3                                                                                         | Pop Up Gallery                                                       | Birregurra Community Arts Group         | Friday to Monday December through to January | \$2,000.00                                                                               | \$2,000          | \$2,000                            | Change of concept and delivery time. Pop Up Gallery and Art workshops at the Birregurra Hall over the summer holidays. No increase in amount.                                 | Supported Recommendation                  | \$11,150         | \$6,250      | 1,600                 |
| New Events                                                                                |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 4                                                                                         | Centenary of the Eurack Avenue of Honour                             | Eurack Recreation Reserve               | 01-July-2016                                 |                                                                                          | \$1,500          | \$1,500.00                         |                                                                                                                                                                               | Supported Recommendation                  | \$8,943          | \$4,600      | 200                   |
| 5                                                                                         | Apollo Bay Writers Festival                                          | Apollo Bay Arts Inc                     | 30 and 31 July 2016                          |                                                                                          | \$2,000          | \$2,000.00                         |                                                                                                                                                                               | Supported Recommendation                  | \$9,350          | \$5,300      | 90                    |
| 6                                                                                         | Apollo Bay and Otway District Agricultural Show                      | Apollo Bay & District Agricultural Show | 18-March-2017                                |                                                                                          | \$5,000          | \$2,000.00                         |                                                                                                                                                                               | Councillor decision to reduce to \$2,000  | \$16,000         | \$3,000      | 1,500                 |
| 7                                                                                         | Lavers Hill Community Christmas Market                               | Lavers Hill Progress Association        | 04-December-2016                             |                                                                                          | \$1,000          | \$1,000.00                         |                                                                                                                                                                               | Supported Recommendation                  | \$2,000          | \$500        | 800                   |
| 8                                                                                         | Lavers Hill Community Fire Refuge Event                              | Otway Hinterland Events Inc             | 22-April-2017                                |                                                                                          | \$5,000          | \$1,000.00                         |                                                                                                                                                                               | Supported Recommendation                  | \$6,400          | \$5,025      | 250                   |
| 9                                                                                         | CrossXpollination                                                    | Red Rock Regional Gallery/COPACC        | 1 to 31 July 2016                            |                                                                                          | \$4,500          | \$2,500.00                         |                                                                                                                                                                               | Supported Recommendation                  | \$12,000         | \$12,100     | 1,500                 |
| 10                                                                                        | Forrest Flicks                                                       | Forrest & District Community Group      | 29-October-2016                              |                                                                                          | \$2,000          | \$1,500.00                         |                                                                                                                                                                               | Supported Recommendation                  | \$5,627          | \$1,000      | 150                   |
| 11                                                                                        | Great Victorian Bike Ride Street Party                               | Great Ocean Road Brewhouse              | 30-November-2016                             |                                                                                          | \$1,000          | \$0.00                             |                                                                                                                                                                               | Councillor decision to reduce to nil      | \$9,156          | \$0          | 4,000                 |
| 12                                                                                        | Forrest 6 Hour                                                       | We Ride Bikes                           | 07-May-2016                                  |                                                                                          | \$5,000          | \$2,000.00                         |                                                                                                                                                                               | Supported Recommendation                  | \$20,000         | \$2,000      | 1,000                 |
| 13                                                                                        | Otway 300                                                            | We Ride Bikes                           | 1 and 2 April 2017                           |                                                                                          | \$2,000          | \$2,000.00                         |                                                                                                                                                                               | Supported Recommendation                  | \$20,000         | \$2,500      | 500                   |
| 14                                                                                        | Lights in Paradise                                                   | Apollo Bay Chamber of Commerce          | 02-July-2016                                 |                                                                                          | \$7,500          | \$2,000.00                         | Expected attendance is for the 6 weeks of the lighting display.                                                                                                               | Councillor decision to increase to \$2000 | \$60,000         | \$500        | 20,000                |
| 15                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| Events in their second year of funding - returning funding committed through 2016/16 FESS |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 16                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 17                                                                                        | Colac Otway Wood Design Exhibition                                   | Colac Woodcrafters Guild Inc.           |                                              | Event is held bi-annually - amount committed through 2015/2016 returned to funding total |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 18                                                                                        | Youth Without a Roof                                                 | Colac Otway Youth Council               |                                              | Event cancelled - amount committed through 2015/2016 returned to funding total           |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 19                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 20                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 21                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 22                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 23                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 24                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 25                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 26                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 27                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 28                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 29                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
| 30                                                                                        |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
|                                                                                           |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
|                                                                                           |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
|                                                                                           |                                                                      |                                         |                                              |                                                                                          |                  |                                    |                                                                                                                                                                               |                                           |                  |              |                       |
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## Lake Colac Master Plan submissions

| Theme                            | Feedback                                                                                                                                                     | Officer Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General Layout                   | The Plan needs more pictures of the proposed concepts through the document.                                                                                  | The Draft Plan mainly has pictures of the current conditions. Although it is not known what some elements (e.g. Regional Play Space) will look like because more detailed design is required, some more conceptual pictures have been added to give people a better idea of the more exciting aspects of the Plan.                                                                                                                                                                                                                                                                                           |
| Broader Issues and Opportunities | The Plan should address the water level of the lake, its overall health and the opportunity for a pathway around the lake.                                   | While the focus of the Plan is the foreshore area that Council manages, a section has been added stating that while specific recommendations will not be made on the broader environmental issues Council will continue to advocate for action to improve the health of the lake in the long term. The opportunity to extend the pathway around the lake was identified in the Draft Plan, but more information has been added to make clear that it is supported. However, given that the majority of such a pathway would not be on Council managed land, this is something Council can only advocate for. |
| Regional Play Space              | Alternative sites for the Regional Play Space should be identified and the focus should be on enhancing existing play spaces rather than creating a new one. | Initial indications from Heritage Victoria are development of a regional play space in the proposed area is conceptually possible and issues of detailed design will be the key.<br><br>In this light identifying alternative sites (e.g. area near the Chapel St Bridge) is not considered to be appropriate. However, more information have been added indicating that the current smaller play space near the gardens could be investigated as another option if needed.                                                                                                                                  |
| Tree Species                     | Pines should not be used as the feature trees at the key entrances.                                                                                          | The planting of large trees at the main entrances of the lake foreshore aims to create a theme that draws people to the lake. The Plan mentions a number of possible species including pine trees, it is not definitive. Whilst the Plan has not been changed, this feedback will be considered in the implementation phase to ensure an appropriate species is selected.                                                                                                                                                                                                                                    |
| Basic Infrastructure             | More lighting, more bins and more water fountains.                                                                                                           | The Draft Plan only indicated that more lighting will be installed in Zone 5. A number of submissions called for lighting along the entire pathway. Whilst this is not considered necessary at this time (based on focussing lighting into higher use areas) comments have been added to support                                                                                                                                                                                                                                                                                                             |



|                                                   |                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   |                                                                                                                                                                                                                                                  | additional lighting if usage in other areas increases. The Draft Plan already includes many new bins and water fountains. This has been made clearer, but it is not desirable to add more due to ongoing maintenance requirements particularly for bins.                                                                                                                                                          |
| Traffic Management                                | A number of submissions mention the need to slow traffic down along Queen St, Fyans St and the main car park. There were also a number of requests for widening Fyans St.                                                                        | Whilst the Plan technically does not cover the roads mentioned it has had more information added about traffic management improvements to try to slow traffic down and prevent 'hoon' behavior.                                                                                                                                                                                                                   |
| Pathways down the embankment                      | Whilst the proposed changes to the embankment between the Rowing Club and the Yacht Club were strongly supported requests were made to have a few areas where paths go down the embankment to allow easier access to the foreshore.              | Whilst there is a substantial cost associated with constructing these paths because of the slope, some extra pathway links have been added to the Plan as an action to be undertaken in the longer term.                                                                                                                                                                                                          |
| Infinity Jetty                                    | The Infinity Jetty has received a substantial amount of comment. Whilst it is supported by the majority it is not supported by some who believe it should stay as is.                                                                            | The Infinity Jetty is planned as an iconic element that will create discussion and interest. Accordingly, the current proposal has been retained in the Plan but reference to it being a Dream Time Jetty has been removed.                                                                                                                                                                                       |
| Building maintenance, renovation and replacement. | Many concerns were raised about the existing buildings along the foreshore, which were mentioned in the Plan. The major concern was about the proposed consolidation in the Zone 3 precinct also including the rowing club and the angling club. | The Plan has been amended to make it clear that while all the buildings need to be investigated at their end of life to see whether they are required or can provide for multiple use, the precinct investigation in Zone 3 only applies to the building in that area (i.e. not the rowing and angling clubs). In addition, it has been made clearer that the Plan does not prohibit renovations and maintenance. |
| Sound Shell/stage open air theatre                | There have been a number of people asking for a permanent stage area (sound shell) for outdoor theatre and singing.                                                                                                                              | This is not considered appropriate because a fixed structure does not cater for a variety of needs. There are many examples where sound shells have been installed but are rarely used and fall into disrepair due to only being used for very specific events. Creating spaces that can be used for a range of events has been catered for in the Plan and therefore no change has been made.                    |
| Stodart St Park                                   | The local community near the Stodart St Park                                                                                                                                                                                                     | The Plan has been changed to cater for this by removing the proposed path                                                                                                                                                                                                                                                                                                                                         |

|  |                                                                                                                                                                       |                                                                 |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|  | have commented on the need to retain the open grass area, as it is often used for ball sports and there are not many suitable spaces near the lake for this activity. | and moving the proposed BBQ area to retain the open grass area. |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|

# LAKE COLAC FORESHORE MASTER PLAN



2016–2026



Australian Government



Colac Otway  
SHIRE



# LAKE COLAC FORESHORE MASTER PLAN

2016–2026



## Acknowledgements

Council thanks the individuals, schools, government agencies, and community groups who contributed ideas, submissions, surveys, and thoughtful comment to this project. Your involvement is greatly appreciated. Council also wants to acknowledge the grant provided by the Australian Federal Government for the project.

Cover image: Lake Colac rotunda and foreshore. © Alan Carmichael; Colac Otway Shire Council collection.





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## Our Vision

The Lake Colac Foreshore will be:

- a place to meet, greet, play and relax
- a place of activity, vitality, tranquility, and a place to restore the soul
- an expression of who we are and what we aspire to be
- a place to explore, find new and different things to do
- an expression of beauty, and a place to embrace and nurture the natural world
- a place of celebration, creativity, imagination, and fun
- a place where memories are created and celebrated
- a place of inspiration
- a place where we want to be.



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## Executive Summary



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The Lake Colac Foreshore Master Plan provides a framework to guide planning and development of the area of the foreshore that extends east-west between Rifle Butt Rd. and Clark St; and north-south from the foreshore along the Barongarook Ck. corridor to Murray St. It also includes Meredith Park on the northern shores of the lake.

The Victorian State Government<sup>1</sup> owns the major component of the project area, including the lower reaches of the Barongarook Ck. and Meredith Park. The Colac Otway Shire Council is responsible for the day-to-day planning and management of the Lake Colac Foreshore under agreement with the state government.

Lake Colac is the largest freshwater lake in Victoria and one of the defining geographic features of the Colac Otway Shire. The lake is valued for the recreational, environmental and economic opportunities that it provides. However, drought conditions between 1997 and 2009 resulted in a dramatic decline in water levels such that that all significant water-based activities, and many associated land based activities, ceased. Forecasts are for a continuation of the climatic conditions that have severely impacted on water levels, and in turn use of the associated foreshore.

In view of these conditions, and findings from community consultation and research undertaken for the project, the master plan recommends a focus on land-based activities as a priority over water based activities. This can be reviewed if climatic conditions change significantly over the life of the plan.

The estimated cost for implementing the action plan over the next 10 years is approximately \$5.4M as follows: Yrs 1-5 - \$2.6M; Yrs 6-10 - \$2.8M. Table 1 provides a summary of the key actions for each zone over the life of the plan. It also includes a detailed list of the works proposed for each zone in years 1-5 and a cost estimate for completing these elements. The costings for each element are not listed for years 6-10 because they would be unreliable and need to be obtained closer to the time of implementation.

<sup>1</sup> Department of Environment, Land, Water and Planning

| Table 1 – Key actions for each zone and cost estimates for works proposed for years 1-5 of the master plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| KEY ACTIONS FOR THE ZONE OVERALL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | PROPOSED WORKS FOR YEARS 1-5                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | EST COST Years 1-5 |
| <b>Zone 1: Rifle Butt Rd. to Stodart St. West</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |
| 1. Ensuring relevant changes / notations are made to the planning scheme to include: <ul style="list-style-type: none"> <li>amenity and vegetation / habitat buffers between the high water level and residential infrastructure. Ensure public access to the lake surrounds are in line with CEPTED / safe design principles<sup>2</sup></li> <li>appropriate space for extension of a shared pathway</li> </ul> 2. Signage – Distance / direction signage                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1. Ensure relevant changes / notations are made to the planning scheme to ensure provision is made for: <ul style="list-style-type: none"> <li>a recreation, amenity and vegetation / habitat buffers between the high water level and future residential infrastructure e.g. roads and houses.</li> <li>appropriate set backs and buffers to accommodate a sealed shared pathway</li> </ul> 2. Signage – distance / direction signage                                                                 | \$7,500            |
| <b>Zone 2: Stodart St. West to Stodart St. East</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |
| 3. Enhancing of the small park at the end of Stodart St. West with shade trees, playable rock / landscape features, and small shelter*. Siting of features should preserve the open runabout area currently for family activities.<br>4. Widening of shared pathway where possible<br>5. Seating<br>6. Removal of fitness equipment at the end of its life, and replacement with new equipment at Western Bay Park or Hugh Murray Reserve as an alternative but less suitable site<br>7. Intermittent plantings of shade trees along the foreshore<br>8. Consider the need to retain the toilet box at the end of Stodart St. when new public toilets are provided in the yachting / sea scout, park precinct at the end of Hamilton St.<br>9. Fishing platform. Installation will be dependent on lake water levels and associated fish stock<br>10. Signage – Distance / direction signage. | 3. Formalise car park including replacement of old bollards and maintenance access gates<br>4. Construction of an all abilities access ramp at the end of Balnagowan Av. Plant shade trees in the vicinity of new installations at end of Stodart St.<br>5. Reinforcement works to stabilise Ash Trees / prevent further erosion around root system<br>6. Extend foreshore planting<br>7. Plant Eucalypt species along the foreshore and remove weed species<br>Signage – Distance / direction signage | \$135,640          |

<sup>2</sup> Crime Prevention Through Environmental Design; Safer Design Guidelines for Victoria, Department of Land Water Environment and Planning; Healthy By Design: A Planners' Guide to Environments for Active Living, Victorian Heart Foundation

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Zone 3: Stodart St. East to Armstrong St.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |
| <p>11. Short term – Painting and clean up / screen plant around buildings. Longer term if water based activities are considered viable – Renovate in line with council building style guide and investigate options to accommodate angling and rowing activities in a multi-purpose facility when buildings reach the end of their life</p> <p>12. Shade trees (Western Bay Park)</p> <p>13. Seating</p> <p>14. Consolidating Western Bay Park as a children's and youth hub with installation of parkour / free running circuit and consider as an alternative site for exercise equipment (relocated from Stodart St. East)</p> <p>15. Signage – Distance / direction, precinct and compliance signage.</p>                                                                                                                                                                                                                                                   | <p>8. Install of bins (Sea Scouts / Yachting precinct) and Western Bay Park</p> <p>9. Plant shade trees and seating and drink stations (Western Bay Park)</p> <p>10. Install youth activity precinct equipment e.g. Parkour (Western Bay Park)</p> <p>11. Landscape and clean up environs in the vicinity of the buildings used by the yachting and sea scouts buildings</p> <p>12. Prepare a business case, for the consolidation of existing buildings when they reach the end of their life. Any new facility will need to accommodate a number of community uses including yachting, angling, sea scout, band, and other community activities as required</p> <p>13. Assess aged / inappropriate trees and plan for replacement</p> <p>14. Signage – Distance / direction signage, Precinct, Walking circuit, Compliance signage</p> | \$182,630 |
| <b>Zone 4: Armstrong St. to Gellibrand St.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |
| <p>16. New shared pathway along Queens Av.</p> <p>17. Formalising indented parking bays along Queens Av. including adjacent to Cricket Oval to protect future tree plantings</p> <p>18. Plantings of flowering gums along Queens Av. to replace aged gums on embankment</p> <p>19. Sealing of the end of Gellibrand St. and the car park</p> <p>20. Investigate options for improving street connectivity into the precinct, traffic flow and management, amenity, and precinct arrival/entry statements e.g. public art, feature plantings, signage</p> <p>21. Viewing platform at the end of Grant St.</p> <p>22. Tree plantings to stabilise the embankment, reinvigorate old plantings, enhance environmental amenity and create a stronger link to the Botanic Gardens</p> <p>23. Picnic tables / seating at various points along Queens Av. to take advantage of elevated lake views</p> <p>24. Signage – Distance / direction, and precinct signage.</p> | <p>15. Shared pathway along Queens Av.</p> <p>16. Curb and channel and asphaltting of parking bays to formalise indented parking bays along Queens Av. Including near cricket oval</p> <p>17. Picnic tables / seating at various points along Queens Av.</p> <p>18. Supplementary tree plantings to stabilise embankment and enhance environmental amenity and create a stronger link to Botanic Garden</p> <p>19. Signage – Distance / direction signage</p>                                                                                                                                                                                                                                                                                                                                                                            | \$788,335 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p><b>Zone 4: Inset 1 - Gellibrand St. Entry (and car park)</b></p> <p>20. Landscape / ground works to address compaction of tree roots and mulching (triangle) and planting of 3 advanced feature trees</p> <p>21. Seating</p> <p>22. Ongoing / selective removal of trees / vegetation on the embankment as it reaches end of practical life</p> <p>23. Signage – Distance / direction, Precinct, Walking circuit signage</p>                                                                                                                                                                                                                                                                                                                                                                                                          | \$22,150  |



| Zone 5: The Foreshore / The Common                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |
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| <p>25. 'Infinity jetty' at the end of the Tachyglossus mosaic spit</p> <p>26. Relocation of the CFA training tack and associated structures</p> <p>27. Investigating options for a fully accessible play space at the eastern end of the common that is well integrated into the environment by using appropriate materials, colour themes, and structures, and enhancement of existing play space in line with a children's garden theme</p> <p>28. Enhancing of the existing Botanic Gardens play space as a unique botanic and natural environmental play space</p> <p>29. Short term – Painting and clean up / screen plant around buildings. Longer term if water based activities are considered viable – Renovate in line with council building style guide and investigate options to accommodate angling and rowing activities in a multi-purpose facility when buildings reach the end of their life</p> <p>30. Foreshore lighting and feature tree lighting</p> <p>31. Power to enable provision for mobile food / coffee vans and cater for events</p> <p>32. Additional picnic and social facilities including shelters, BBQ facilities</p> <p>33. If in the future the caravan park is relocated, then consider relocating parking areas to the vacated site</p> <p>34. Additional plantings</p> <p>35. Widening of the pathway to meet shared pathway standards</p> <p>36. Lighting</p> <p>37. Signage – Distance / direction, precinct and compliance signage</p> <p>38. Sealing of the car park to the west of the common and enhancing the area (long term).</p> | <p>24. Formalise and seal car park to the west of the common</p> <p>25. Create gently undulating grassed area on the common to integrate with Botanic gardens embankment and plant feature trees</p> <p>26. Additional seating, picnic tables, and BBQs etc.</p> <p>27. Investigate options for a fully accessible play space at the eastern end of the common. Design to be sympathetic to the surrounding environments and features.</p> <p>28. Enhance existing play space in line with a 'Children's Garden' theme</p> <p>Install security / safety lighting in the car park and along the foreshore pathway</p> <p>29. Signage – Distance / direction signage; Precinct; Walking circuit signage</p> | \$934,338 |
| Zone 6: The Esplanade and Wetlands to Bruce St.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |
| <p>39. Cluster plantings of trees such as River Red Gums around Esplanade Park</p> <p>40. An environmental education / picnic shelter</p> <p>41. Environmental education stations</p> <p>42. Wetlands boardwalk and bird hide</p> <p>43. Extension of the raised boardwalk from the vicinity of The Esplanade to meet with the shared foreshore pathway near Barongarook Ck. mouth</p> <p>44. Public art trail (through 'The Dell') that reflect the natural environment, Indigenous and non-Indigenous history, and story telling.</p> <p>45. Signage – Distance / direction, precinct and compliance signage.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>30. Environmental themed public art sculptural features alongside the boardwalk ('The dell')</p> <p>31. Upgrade to the boardwalk</p> <p>32. Seating</p> <p>33. Cluster plantings of mature River Red Gums or similar throughout Esplanade Park</p> <p>34. Signage – Distance / direction, Precinct; Walking circuit, Compliance signage</p>                                                                                                                                                                                                                                                                                                                                                            | \$97,870  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Zone 7: Bruce St. to Clark St.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |
| 46. Cluster plantings of trees such as River Red Gums along the lake foreshore<br>47. Signage – Distance / direction, and compliance signage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 35. Seal off vehicle access immediately past last property in McGonigal, Bruce Sts.<br>36. Cluster plantings of River Red Gums or similar every 50 mts alongside landfill / maintenance track<br>37. Signage – Distance / direction, Walking circuit signage, signage                                                                                                                                                                                                                                                                                                                                                                  | \$14,015  |
| <b>Zone 8: Lower Barongarook Ck. to Chapel Street Bridge</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |
| 48. Removing of the 7 old archways and derelict gazebos<br>49. Continue the public art trail with installations that reflect the natural environment, Indigenous and non-Indigenous history, and story telling.<br>50. Bridge replacement upgrading<br>51. Enhancing Hugh Murray Reserve as a local community hub with activity spaces and recreation features that attract families and young people. Features to include land sculpting and large feature rocks that are 'playable and climbable'; enhancing of the BMX track; and social / picnic facilities<br>52. Mature feature plantings of trees such as Crepe Myrtle along Chapel St. to profile the entry to the parklands and provide seasonal colour to the streetscape<br>53. Informal car park off Chapel St. (Hugh Murray Reserve)<br>54. Lighting<br>55. Signage – Distance / direction, and precinct signage. | 38. Remove aged timber structures including the 'Woolshed, timber arbours and derelict arbours<br>39. Remove 7 aged steel arbours in line with 'Safe Design Guidelines' <sup>3</sup><br>40. Mature tree planting along Fyans St., and Chapel St.<br>41. Habitat and screen plantings (adjoining properties)<br>42. Replace 1 bridge over Barongarook Ck.<br>43. Seating<br>44. Install carp barrier in creek<br>45. Signage – Distance / direction, Precinct signage                                                                                                                                                                   | \$250,050 |
| <b>Zone 9: Upper Barongarook Ck. from Chapel St. to Murray St. Bridge</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |
| 56. Continue the new public art trail with installations that reflect the natural environment, Indigenous and non-Indigenous history, and story telling.<br>57. Relocating / removing installations from the Sculpture Park<br>58. Additional exotic tree plantings to the east of the pathway to create massed lawn plantings<br>59. Screen planting of adjoining properties<br>60. Prevent car access from the parklands<br>61. Upgrading wayside stop car park<br>62. Neatening vegetation along pathway (eastern side of wayside stop)<br>63. Enhancing entry in line with CBD and Entrances Master Plan<br>64. Lighting<br>65. Signage – Distance / direction, and precinct signage.                                                                                                                                                                                      | 46. Maintenance of existing stands of trees to the south of Chapel Street (west side of Barongarook Ck.<br>47. Continue exposed aggregate concrete pathway from toilet block to existing creek path<br>48. Vegetation / general tidying – rear of motel, and pathway to the east of the toilet block and bollards<br>49. Relocation or removal of sculptures<br>50. Environmental themed public art sculptural features alongside the shared pathway (as part of ongoing installation program)<br>51. Mature tree planting in parklands to the east of Barongarook Ck.<br>52. Signage – Distance / direction signage; Precinct signage | \$124,330 |

<sup>3</sup> Crime Prevention Through Environmental Design; Safer Design Guidelines for Victoria, Department of Land Water Environment and Planning;  
Healthy By Design: A Planners' Guide to Environments for Active Living, Victorian Heart Foundation



| Zone 10: Meredith Park Foreshore                                                                                 |                                                                                     |          |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------|
| 66. Cleanup vegetation and increase maintenance to gravel road and road verges                                   | 53. Complete a feasibility / viability assessment of (free) camping at Meredith Par | \$40,800 |
| 67. A feasibility study to determine the future of camping at Meredith Park                                      | 54. Clear rubbish, old / unkempt vegetation and fill depressions                    |          |
| 68. Depending on the outcome of the feasibility study, renew or relocate toilets and renew picnic infrastructure | 55. Signage – Distance / direction, Precinct, Compliance signage                    |          |
| 69. Fishing platform. Priority will be dependent on lake water levels and associated fish stock                  |                                                                                     |          |
| 70. Signage – Distance / direction, precinct and compliance signage.                                             |                                                                                     |          |

#### Recommendations for Future Planning of Project Area

Whilst the majority of the actions listed in Table 1 are infrastructure related a number of the recommendations relate to the future planning and management of the project area overall. The following is a list of the key planning actions recommended to be undertaken in order to enable further works to be undertaken if possible:

1. Commence discussions and planning for a new all abilities play space in the Foreshore Zone.
2. Develop a consistent style guide for new park buildings, structures, signage, and furniture
3. Review maintenance provision for the project area.
4. Develop a framework that will guide the funding and procurement of public art for the project area and how art installations will be maintained and renewed.
5. Design a suite of landmark installations that denote the Lake Colac foreshore and parkland precinct and gradually install.
6. Undertake a feasibility study to determine the future of free camping at Meredith Park.
7. Investigate opportunities to replace the old inspection pits along the Barongarook Ck.
8. Prepare a an infrastructure and detailed landscape plan for the yachting and sea scouts precinct once the future use of the zone has been determined.
9. Continue to liaise with relevant land management agencies to identify opportunities to address issues associated with the Lake Colac water body and associated environs.
10. Continue to liaise with relevant land management agencies to identify opportunities to identify issues and opportunities associated with creating a pathway around Lake Colac.

The timing of various tasks outlined in the master plan, and council's ability to contribute to them may vary depending on:

- the capacity of the community to raise local funds
- the availability of state and federal government grants
- the availability of council grants and other competing council budget items and
- changing community priorities and needs.

## **1. Lake Colac Foreshore Master Plan**

### **1.1 The Purpose and Scope of the Master Plan**

The Lake Colac Foreshore Master Plan provides a framework to guide planning and development over a ten year period (2016-2026) for the area of the foreshore that extends east-west between Rifle Butt Rd. and Clark St; and north-south from the foreshore along the Barongarook Ck. corridor to Murray St. It also includes Meredith Park on the northern shores of the lake.

The master plan does not include the lake water body and associated waterways. Matters relating to these assets are addressed in separate council and agency planning documents.

The purpose of the master plan is to:

- Identify a vision for the foreshore, and establish the demand for different opportunities, and the parameters that will guide how they will be addressed
- Consider current open space research, planning and design practices and how it should be applied to enhance Foreshore amenity and visitor experience
- Establish short, medium, and long term actions to address the findings of the project and associated cost estimates
- Provide a framework for monitoring the implementation of the actions.

There are four technical papers that contain detailed information and research undertaken for the master plan:

Technical Paper 1 - Zone Action Plans and Cost Estimates

Technical Paper 2 – Community Consultation Summary

Technical Paper 3 – Review of Previous Master Plan

Technical Paper 4 – Technical and Product Information

### **1.2 The Project Zones**

The project area extends along the south bank of Lake Colac foreshore from Rifle Butt Road in the west to Clark St. in the east. It also includes the Barongarook Ck. parkland corridor from the foreshore to Murray St. and Meredith Park, which is located on the north side of the lake.

The following summarises the 10 zones that make up the project area (Reference plans on pages 40-51):

Zone 1: Rifle Butt Rd. to Stodart St. West

Zone 2: Stodart St. West to Stodart St. East

Zone 3: Stodart St. East to Armstrong St.

Zone 4: Armstrong St. to Gellibrand St.

Zone 5: The Foreshore / Commons

Zone 6: The Esplanade and Wetlands to Bruce St.

Zone 7: Bruce St. to Clark St.

Zone 8: Lower Barongarook Ck. to Chapel St.

Zone 9: Chapel St. to Murray St.

Zone 10: Meredith Park.

### 1.3 How We Went About the Project

#### 1.3.1 Consultation

The following summarises the consultation undertaken in the initial stages of the project:

- Project Wall Mural pictured above (Colac Performing Arts & Community Centre)
  - Visitations by 5 schools and 155 students
  - Colac Otway staff (30)
- Colac Community House Project Mural Wall
- 114 community surveys
- 77 surveys from young people
- 14 written submissions
- Interviews – Street Interviews; Telephone interviews; side Walk intercepts
- 4 on site talking posts / discussion sessions - 54 people
- Workshops - Council staff, Colac Lake Committee, Project Steering Committee
- 5 Environmental Services workshops / activity sessions with schools.



Ideas wall inviting community brainstorming that formed part of the first public consultation display at COPACC in 2015.

The project was promoted via:

- The 'promotional wall' at the Colac Performing Arts and Community Centre (COPACC)
- Local papers – editorials, interviews and advertisements
- Local radio
- Promotional stand in shopping precinct
- Promotional flyers – including 500 delivered to households
- Via council's environmental education programs
- The Colac Neighbourhood House
- Schools
- Council's website.

In March 2016 the final the final draft Lake Colac Foreshore Master Plan was placed on display for six weeks. The invitation to comment on the draft document was promoted on council's website, via the local media, and on social media.

The document was available at council offices in Colac and Apollo Bay, and on council's website, and was sent directly to people who left contact details during the project. In addition, a visual display and invitation to comment was set up at COPACC.

Thirty-one written submission, 9 surveys, and 48 submissions / comments received from students.

- 'Thanks for helping make our home somewhere to be proud of.'
- 'What a great plan. I really look forward to seeing the finished project.'
- 'Think families and young people – our future.'

Reference: Comments on the draft master plan

### 1.3.2 Council Planning

Council has prepared a number of service planning documents and policies that are relevant to the Lake Colac Foreshore Master Plan.

The Council Plan and the Municipal Strategic Statement articulate the shire's vision and the framework used to guide decision-making to ensure the vision is achieved, in this case via the lake colac foreshore areas.

Documents such as the Open Space Strategy, Lake Colac Management Plan, the Botanic Gardens Management Plan, and the Access, Equity, and Inclusion Plan are documents particularly relevant to the master plan because they provide planning and policy information relevant to the project. Other documents include objectives and aspirations, some of which can be, and have been, addressed by the Lake Colac Foreshore Master Plan.

'A sustainable, vibrant future'  
Ref: Council Plan 2013-17

Examples of documents reviewed for the plan:

- The Council Plan
- Open Space Strategy
- Botanic Gardens Master Plan
- Physical Activity Strategy
- Access, Equity, and Inclusion Plan
- Colac Structure Plan
- Lake Colac Commercial Development Assessment
- The 50+ Plan
- Re-vegetation and Weed Control Plan
- Lake Colac Management Plan

## 2. Ownership and Management of Lake Colac Foreshore

The Victorian State Government<sup>4</sup> owns the major component of the project area, including the lower reaches of the Barongarook Ck. and Meredith Park.

The Colac Otway Shire Council is responsible for the day-to-day planning and management of the Lake Colac Foreshore under agreement with the state government.

Council owns and manages the foreshore along the Barongarook Ck. corridor, including the waterway and embankments.

The state government also owns the land on which the adjoining Colac Botanic Gardens and the Lake Colac Caravan Park is located. Council is responsible for the day-to-day management of these areas. The caravan park is leased to a private operator.

The 'Botanic Gardens Friends Group' and the 'Lake Colac Coordinating Committee' provide advice to council on matters relating to the lake, foreshore, and the Botanic Gardens.

Council's annual maintenance budget for the Lake Colac Foreshore over the last three years has been approximately \$135,000.



View from Botanic Gardens with lake at pre-drought levels.  
© Michael Rayner; Colac Otway Shire Council collection.

<sup>4</sup> Department of Environment, Land, Water and Planning



## 2.1 Use of Lake Colac Foreshore Areas

Until 2007/8 Lake Colac was a popular fishing, boating, rowing, and swimming destination and hosted water based events including sailing and rowing regattas and fishing competitions. Since this time the low water levels means recreation activities are largely restricted to land based activities associated with walking and cycling trails, the Botanic Gardens, and nature observation, and picnicking.

The community survey indicates that the foreshore area in front of the Botanic Gardens<sup>5</sup>, and the pathways of the foreshore are their most popular feature. Feedback and observation shows that the sealed sections of the foreshore pathway are most frequently used followed by the pathways through the Barongarook Ck. corridor<sup>6</sup>. While not as extensively used, the unsealed track from the wetlands to Clark St. is popular, especially for dog walkers. Residents use the foreshore for a variety of activities with trail related activities the most popular.

However, nearly half of residents involved in the project, including 45% of survey respondents, use the foreshore for 'taking in the views', reflecting and relaxing, and 'taking in the fresh air'. A similar number of residents, approximately 30%, enjoy the lake to observe nature and play with children.

Observation and feedback through the project identified a number of sites that are popular stop-off points for travellers and for locals taking time out at lunchtime or after work. These include the foreshore area / car park, the Gillibrand St. car park, Queens Av. and the adjoining Botanic Gardens.

The community survey and onsite discussion indicates that people visit the foreshore primarily with members of their family, however there is a significant number of people who visit on their own.

Young people who visit the foreshore are more likely to visit with their family but more young people are likely to cycle to the foreshore than the general community. Similarly, young people are far less likely to go the foreshore on their own.

## 3. Lake Colac

### 3.1 Overview

Lake Colac is the largest freshwater lake in Victoria and one of the defining geographic features of the Colac Otway Shire. The lake is valued for the recreational, environmental and economic opportunities that it attracts. However, drought conditions between 1997 and 2009 saw water levels decline so dramatically that all significant water-based activities, and many associated land based activities, ceased.

Over the summer of 2008-2009, Lake Colac dried out completely. With increased rainfalls post 2009 the lake partially refilled however, it is forecast that the lake will dry out again by the end of this summer.<sup>7</sup>

The Western Victorian lakes have long been the focus of scientific and conservation work, because of the important ecological communities they support. Many of the lakes are showing significant signs of stress due to extended drought and climate change. Over the past two

Table 2 - People visit the Foreshore with—

|                          | % / No.    |
|--------------------------|------------|
| My family                | 33.3% / 49 |
| I generally go on my own | 22.5% / 29 |
| Friend/s or neighbour/s  | 10.1% / 13 |
| My partner               | 7.0% / 9   |

Table 3 – The areas people use most

|                           | % / No.  |
|---------------------------|----------|
| Botanic Gardens / cafe    | 70% / 91 |
| Foreshore area            | 64% / 82 |
| Foreshore pathway         | 50% / 65 |
| Barongarook Ck. pathway   | 35% / 45 |
| Bird sanctuary / wetlands | 31% / 40 |
| Playground                | 28% / 36 |
| Barongarook Ck. Foreshore | 21% / 27 |

<sup>5</sup> 63% of survey respondents

<sup>6</sup> 50% of survey respondents / 35% of survey respondents

<sup>7</sup> Recreational Use of Waterways, Victorian Waterway Management Strategy

decades in particular, the lakes and wetlands of this region have undergone significant, climate-driven changes in hydrology and ecology, and some have experienced dramatic increases in salinity and decline in water levels.

Lake Colac is a large, shallow, eutrophic, brackish-freshwater lake, primarily fed by localised rainfall and was formed by early volcanic activity and is a partially closed system. The Lake is fed by Deans Ck. and Barongarook Ck. but relies heavily on direct rainfall over the Lake. In most years more water evaporates from the Lake than is captured by rain. Flood frequency has a 25 year recurrence interval and last occurred in 1998.

The lake has always been shallow. It is one of the more than 1,000 shallow lakes in the Corangamite Basin formed by early volcanic activity. Sediment washed from Deans Creek and Barongarook Ck. has added to the level of the lakebed over time decreasing the depth of the lake.



© Michael Rayner; Colac Otway Shire Council collection.

In recorded memory the Lake has receded a number of times and recovered. In 1862 and again in 1946 it became a series of pools, the largest in 1946 covering 15 acres at a depth of 15cm. The Lake reached the similar low levels as today in 1962, 1969, 1983 and 1989, 2009.

The lake levels have been steadily declining since 2000, and historical lake level measurements going back to 1990 also reflect the same trend.

The key climatic predictions and projections for South Western Victoria predict a generally drier and hotter climate with a higher frequency of extreme weather events; higher average temperatures; less rainfall in the cool seasons; and increased intensity of extreme rainfall events.

Of particular relevance for Lake Colac are the following climate change observations for the Western District lakes of Victoria:

- lakes, including Lake Colac, have become or are becoming more saline and many are drying out due to both recent drought & longer term climate change
- biodiversity has decreased and will continue to decrease as a result of this increased salinity and drying out
- climate change will accelerate this trend and is likely to drive the lakes into a drier and saltier state than has existed for thousands of years
- the character of many lakes has changed and the trend is likely to continue with impacts of climate change, which warrants a reassessment of conservation strategies and management of the lakes.

### 3.2 Council Advocacy

The master plan recognises that the foreshore and parkland areas managed by council — and that are the focus of the master plan — are intrinsically linked with the broader lake environs. These include the water body, and adjoining private and public land that is managed by Parks Victoria.

Council does not have control over the activities and development that occurs in these areas. However, council is well placed to facilitate discussions between relevant stakeholders;

including state government, property owners and the community; and advocate in relation issues and opportunities.

The master plan has identified the community's concerns with the overall health of the lake and the need to identify opportunities to address this where possible.

Filling the lake and dredging the lake to improve water level security is not considered viable, but council is actively advocating for more action to be taken to improve the health of the lake in the long term.

Specific actions include work to reduce carp numbers, manage weed infestation and an Integrated Catchment Management Plan for the lake to address issues such as water quality and erosion.

Many of the environmental issues associated with the lake are complex and require a long term plan to address. Council is committed to advocating for action and will continue to facilitate this through the Lake Colac Coordinating Committee.

The master plan also identified the community's interest to investigate opportunities to achieve a pathway around the lake. This would allow people to engage with more of the lake, and would be an iconic regional destination for walkers, bike riders, and nature observers.

Council will continue to explore the opportunity for a lake circuit pathway and advocate to relevant stakeholders. As with proposals to address issues associated with the water body, the issues are complex and will require state government and private landowner co-operation and involvement. It will require a long-term plan in order to address funding, risk management, and land tenure and access issues.

#### 4. Colac Botanic Gardens

The Colac Botanic Gardens were gazetted in 1865 and comprise 12 hectares<sup>8</sup>. The gardens are bounded by the southern shore of Lake Colac, Gellibrand St., Fyans St. and Barongarook Ck.

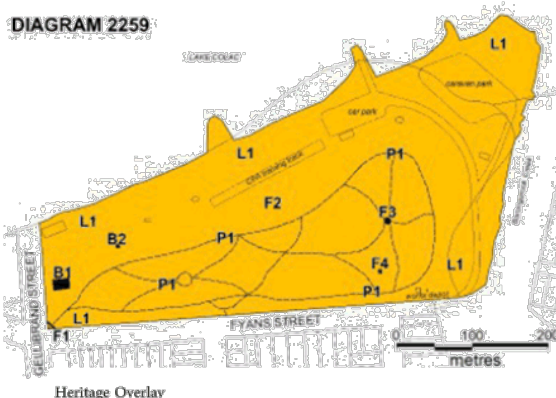
In 1868 Daniel Bunce, the Director of the Geelong Botanic Gardens prepared the original plan. In 1910 William Guilfoyle, Director of the Melbourne Botanic Gardens prepared an updated plan in which he incorporated a vision for the area, he named 'The Dell', to the east of Barongarook Ck.

The gardens are listed on the Victorian Heritage Register because of their 'historical, aesthetic, and scientific (botanical) significance to the State of Victoria.'<sup>9</sup>

The National Trust classified the gardens in 1990 as one of Victoria's largest regional botanic gardens. Five of the gardens' trees have been placed on the National Trust of Victoria's Significant Tree Register.

In 1992 council established the 'Friends of the Colac Botanic Gardens' to provide advice and support in relation to the planning, development and management of the gardens. The friend's group has been instrumental in providing technical and practical advice about the gardens and fund-raising for projects.

The Botanic Gardens Master Plan<sup>10</sup> guides the management and development of the gardens. The formal part of the gardens are not part of the project, however they are particularly important to the Lake Colac Foreshore Master Plan because:



Victorian Heritage Database Report 29/02/2016.

<sup>8</sup> Australian National Botanic Gardens Directory, <https://www.anbg.gov.au/chabg/bg-dir/028.html>

<sup>9</sup> Victorian Heritage Database Report. Report generated 29/02/16; Victorian Heritage Registration Number H2259



- of their botanic, and historic significance
- their impressive backdrop and aesthetic amenity they provide
- the need to integrate adjoining foreshore environments sensitively with the Foreshore
- of the opportunity to incorporate features and themes associated with the gardens into other foreshore environments and
- the heritage overlay that covers the gardens also covers a large section of the foreshore as shown in diagram 1.

## 5. A Historical Snapshot

The Gulidjan<sup>11</sup> are the Indigenous Australians whose traditional lands occupied the grasslands, woodlands, volcanic plains and lakes region east. This includes the Lake Colac region. The town's name is thought to have derived from a Gulidjan word referring to the 'fresh water'.

It is understood that families of the Gulidjan (Gulidjan Balug clan) had their own portion of Lake Colac frontage. Large areas of the plains were ephemeral wetlands interspersed with lakes, which supplied game, fish, and edible aquatic plants, wildflowers, herbs, and edible tuberous roots.<sup>12</sup>

The history of white occupation of the Colac district dates back to 1837, making it one of the oldest inland settlements in the colony and as a result, one that experienced the major waves of immigration.

The first European to settle in the area was the pastoralist Hugh Murray, who settled near Barongarook Ck. at the southern end of Lake Colac and built his first homestead in 1840 in what is now Chapel St. Colac's main street, now part of the Princes Highway, and the Hugh Murray Reserve within the Foreshore were named in recognition of Murray.<sup>13</sup>

## 6. The Vision for Lake Colac Foreshore and How It Will be Achieved

### 6.1 Our Vision for the Lake Colac Foreshore

The vision for the Lake Colac Foreshore expresses the aspirations for the foreshore as reflected by the people involved in the consultation for the master plan.

The Lake Colac Foreshore will be:

- a place to meet, greet, play and relax
- a place of activity, vitality, tranquility, and a place to restore the soul
- an expression of who we are and what we aspire to be
- a place to explore, find new and different things to do
- an expression of beauty, and a place to embrace and nurture the natural world
- a place of celebration, creativity, imagination, and fun
- a place where memories are created and celebrated
- a place of inspiration
- a place where we want to be.

### 6.2 How will We Achieve the Vision?

The Colac Otway Open Space Strategy<sup>14</sup> articulates the principles that guide the planning and development of open space. Table 4 lists the open space planning principles and Key Direction Statements that underpin the master plan.

The Key Direction Statements:

- articulate the key themes that emerged from the research for the project
- respond to the planning, management, and environmental context that will have an impact on the development of the foreshore over the next 10 to 20 years
- take into account previous research, planning documents, information from technical working groups, and information from community consultation conducted for the project.

<sup>10</sup> Colac Botanic Gardens Master Plan – Reviewed in 2012

<sup>11</sup> Alternative names / spellings Colijan, Kolac Gnat, Colagians

<sup>12</sup> <http://www.speakingoftheways.net/people/gulidjan.php>

<sup>13</sup> <http://www.olway.biz/history.html>

<sup>14</sup> Colac Otway Open Space Strategy

| Table 4: Key Directions proposed for the Lake Colac foreshore and how they respond to the Colac Otway Open Space Planning principles                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open Space planning principles<br>Open space will be:                                                                                                                                                         | KEY DIRECTION STATEMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 1. Environmentally sustainable and developed to respond to the challenges arising from climate change                                                                                                         | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>▪ Incorporate landscape and vegetation features that are tolerant of local environmental conditions</li> <li>▪ Focus on optimising land based recreation and social opportunities as a priority.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2. Accessible to all members of the community whether they live in urban centres, smaller settlements, coastal towns or rural areas                                                                           | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>▪ Increase the number and range of people who can access foreshore environments and who want to use foreshore areas on a regular basis</li> <li>▪ Plan and enhance foreshore so they provide maximum benefit</li> <li>▪ Plan and design environments so they are safe and encourage use.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 3. Provided and improved to offer a balanced and diverse range of opportunities for passive recreation, children's play, social gatherings, informal active recreation, walking, cycling and organised sport. | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>▪ Provide and encourage a range of different social, recreation, and natural environments including picnic and BBQ facilities; play spaces; natural and reflective spaces, artistic features, pathways for walking, cycling and fitness activities; fitness circuits</li> <li>▪ Enhance the appearance of the foreshore through modern and well-integrated infrastructure and landscape design.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           |
| 4. Managed, where appropriate, in partnership with other agencies, service organisations, sports clubs, and other groups                                                                                      | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>▪ Identify and investigate / continue partnerships with relevant community organisations (e.g. CMA, DELWP, Parks Victoria) and private enterprise in order to: <ul style="list-style-type: none"> <li>▪ To activate relevant areas in the Foreshore</li> <li>▪ manage the foreshore effectively and efficiently</li> <li>▪ identify opportunities to enhance environmental, social, and cultural outcomes.</li> </ul> </li> <li>▪ Plan for the gradual upgrading and revitalising of buildings / infrastructure used by community groups.</li> </ul>                                                                                                                                                                                                                                                 |
| 5. Managed to protect and enhance areas with significant flora, fauna, geological, heritage, cultural and/or landscape values.                                                                                | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>▪ Enhance, preserve and maintain natural environments in line with defined service levels. These environments include waterways and wetlands; exotic and native plantings, formal and informal activity areas</li> <li>▪ Increase community awareness and understanding of natural and created environments; and social and cultural history through interpretive and educational features</li> <li>▪ Enhance visual links throughout the Foreshore via thematic vegetation plantings i.e. between the different zones of the Foreshore; between the foreshore and the Botanic Gardens; between the foreshore and connector streets</li> <li>▪ Retain / strengthen cultural and heritage plantings (e.g. exotic trees) in relevant areas (e.g. Barongarook Ck. corridor, Foreshore Zone).</li> </ul> |
| 6. Planned so that it contributes to the economic, health, social wellbeing, and connectivity of the diverse communities.                                                                                     | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>▪ Optimise the consolidation / integration of buildings at the end of their life, where they are no longer viable or where there is a need to provide a different or higher level of provision</li> <li>▪ Develop the foreshore as a multiuse fully integrated recreation and social hub with the incorporation of features</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Table 4: Key Directions proposed for the Lake Colac foreshore and how they respond to the Colac Otway Open Space Planning principles     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open Space planning principles<br>Open space will be:                                                                                    | KEY DIRECTION STATEMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                          | <p>that support community activities e.g. events and community markets</p> <ul style="list-style-type: none"> <li>Plan, manage and develop the Foreshore so they attract visitation and contribute to the liveability of the town and region.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 7. Sufficiently resourced to provide quality development and maintenance at appropriate standards.                                       | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>To plan and develop Infrastructure that: <ul style="list-style-type: none"> <li>has creative and conversational design features</li> <li>is planned and designed to reflect the role the foreshore play in achieving the shire's social, recreation, cultural / historic, and economic / tourism aspirations</li> <li>is designed and maintained to meet all relevant standards and guidelines</li> <li>is planned and designed to optimise integration with natural environments and reflect the aesthetic aspirations for the foreshore</li> <li>is consistent in style and colour.</li> <li>is as low maintenance as possible.</li> </ul> </li> <li>Ensure the type and standard of infrastructure reflects the 'regional' status of the foreshore</li> <li>Ensure infrastructure maintenance regimes are in keeping with a 'regional' level facility.</li> </ul> |
| 8. Expanded as opportunities arise such as in new subdivisions and along waterways.                                                      | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>Monitor and where relevant preserve opportunities to connect adjoining residential and open space areas with the foreshore e.g. future subdivisions, creek corridors, other parks.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 9. Preserved for future generations by ensuring that there is 'no net loss' of open space as land use and environments change over time. | <p>The aim is to:</p> <ul style="list-style-type: none"> <li>Optimise provision for current and projected future needs</li> <li>Consider the impact of proposals that have the potential to reduce the amount of open space for environmental or recreation / social uses.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## 7. Overview of the Project Zones and Key Proposals for the Zone

This section provides a summary of the 10 project zones, the key focus for the zone, and key actions proposed over the life of the plan.

There are a number of considerations that are relevant to all or most of the zones. These are addressed in section 9 and relate to:

- Activation of spaces including in the 'Foreshore Zone'
- Play spaces
- Infrastructure – including buildings, structures, park furniture, and pathways
- Landscape and plantings
- Public art
- Maintenance and amenity.

**Zone 1: Rifle Butt Rd. to Stodart St. West (Reference Map 1)**

**Overview of the zone**



This zone is at the western end of the project area. The pre drought high water level in this zone is very close to the boundary of adjoining properties.

There is no formal pathway and there are limited opportunities to construct a pathway that would be above the pre drought high water mark. There is evidence (desire lines) of minor bicycle and or foot traffic at the Stodart St. entrance to the zone. However, feedback indicates minimal use of the area at this time, primarily because of its sense of remoteness and distance from the township.

The embankment is primarily grassland and a mix of young native trees that have been planted over the last 3-5 years. The adjoining land in the vicinity of Rifle Butt Rd. is heavily to moderately vegetated, which provides a bushland and serene amenity to the area as well as significant wildlife habitat.

Subdivisions are proposed in the proximity of Rifle Butt Rd. in the future. Any development of adjoining land should consider opportunities to preserve, and preferably enhance, this amenity and habitat via spatial and vegetation buffers between the lake and residential development.

As part of any subdivision consideration should be given to:

- a significant spatial and vegetation buffer between residential development and the lake boundary in order to preserve the environmental amenity and wildlife habitat
- a shared pathway that links to the foreshore trail that currently terminates at Stodart St. West
- shared pathways, including a pathway loop within the subdivision

In the interim, a mown pathway on the dried lake bed should continue to provide access for people who use the zone for walking and mountain bike riding.

The area to the west of Rifle Butt Rd. is outside the boundary of the project area. However, there is merit in considering options for extending shared pathways through this zone as part of a long term strategy to extend a pathway east and west around the perimeter of the lake. There is some, but minimal demand for this at the present time.

There is an indication of minor bicycle, motorbike, and or foot traffic to the west of Rifle Butt Rd. The foreshore from this point to Deans Ck. is attractive and serene and encouraging of walking, mountain bike riding, and nature observation activities.

**Key focus for the zone:**

- Recreation / Lifestyle
  - Walking / cycling
  - Future subdivision - Preserving the opportunity for pathway through the subdivision
- Environmental
  - Vegetation buffer between residential development and lake edge – For habitat / vegetation preservation and enhancement

**Key Actions for the Zone**

- Ensuring relevant changes / notations are made to the planning scheme to include:
  - amenity and vegetation / habitat buffers between the high water level and residential infrastructure. Ensure public access to the lake surrounds are in line with CEPTED / safe design principles<sup>15</sup>
  - appropriate space for extension of a shared pathway
  - Signage – Distance/ direction signage

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<sup>15</sup> Crime Prevention Through Environmental Design; Safer Design Guidelines for Victoria, Department of Land Water Environment and Planning;  
Healthy By Design: A Planners' Guide to Environments for Active Living, Victorian Heart Foundation

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**Zone 2: Stodart St. West to Stodart St. East (Reference Map 2)**



**Overview of the zone**

Between Stodart St. West and Stodart St. East there is a concrete pathway that runs along the narrow strip of foreshore between the boundaries of adjoining residential properties and the lake's edge. The width of the pathway is approximately 2 metres with the greater part of the lake edge designated by an old blue stone retaining wall.

Vegetation is sparse in the zone but includes a row of Ash trees along the high water line in the area of Stodart St. west. There is an opportunity to enhance the zone with additional plantings of shade trees.

Much of the bluestone retaining wall along part of this pathway has fallen into disrepair. Attempts to reinforce the embankment are indicated by rubble and 'spray concrete', which does not add to the aesthetics of the area.

A significant section of this narrow zone has a foreshore character due to the frequent mowing and maintenance of the area by residents in adjoining properties.

Stodart St. West, Balnagowan Av., and Stodart St. East provide the only access down to the foreshore in this zone. Access to the small park at the end of Stodart St. West is via a small, poorly defined section of gravel road. The park includes fitness equipment which was installed in 2007 as part of a neighbourhood revitalisation project, and is used occasionally by fitness groups and sporting clubs.

There is an opportunity to create a more significant 'end of trail' destination at this point and to increase local use with the addition of more family friendly features such as seating, shade, natural / landscape play elements. Access to the site is via local streets, which will restrict opportunities to make this a more significant point of access to the foreshore other than for local residents.

The ramped access pathway from Balnagowan Av. is rough as a result of periodic attempts to stabilise and level it, and as a result does not comply with access codes of practice.

Access to the foreshore at Stodart St. East is via local streets and a small carpark. This restricts opportunities to make this a more significant point of access. Approximately 10 years ago a small 'toilet box' was constructed directly alongside the trail at Stodart St. East to cater for people fishing from the embankment. General community feedback suggests the toilet is not well used and should be removed. However, further enquiry is necessary to ascertain the actual level of use and likely use in the future, particularly if a new toilet facility is provided at the end of Hamilton St.

There is an opportunity to enhance the appeal of this zone for walkers and bike riders with the addition of shade trees, however feedback indicates that the desire of adjoining property owners to maintain water views may conflict with this objective.

**Key focus for the zone:**

- Recreation / lifestyle
  - Walking / jogging / cycling
  - Quiet / reflective environments
- Environmental
  - Views
  - Amenity

**Key Actions for the Zone**



Playable landscape features, as they have been incorporated into the Royal Park Nature Playground.  
Image courtesy & © Mamma Knows West; [www.mammaknowswest.com.au](http://www.mammaknowswest.com.au)

- Enhancing of the small park at the end of Stodart St. West with shade trees, playable rock / landscape features, and small shelter\*. Siting of features should preserve the open runabout area currently for family activities.
- Widening of shared pathway where possible
- Seating
- Removal of fitness equipment at the end of its life, and replacement with new equipment at Western Bay Park or Hugh Murray Reserve as an alternative but less suitable site
- Intermittent plantings of shade trees along the foreshore\*
- Consider the need to retain the toilet box at the end of Stodart St. when new public toilets are provided in the yachting / sea scout, park precinct at the end of Hamilton St.
- Fishing platform. Installation will be dependent on lake water levels and associated fish stock
- Signage – Distance / direction signage.

\* Would be undertaken in consultation with adjoining landowners



**Zone 3: Stodart St. East to Armstrong St. (Reference Map 3)**



**Overview of the zone**

The concrete foreshore pathway continues through the Colac Yacht and Colac Sea Scouts precinct. There is significant potential for this area to be an attractive access point to the lake pathway, lake views, and the water body if water levels increase.

If well designed, and inclusive of features that attract families, this precinct provides an opportunity to ease the pressure on the main foreshore area off Fyans St.

However, access to the precinct is via residential roads, which will restrict the level and type of activity that could be encouraged in the precinct.

At former high water levels very little of the grassed area was exposed. During extreme weather events in the past the yacht club and sea scout clubrooms have been inundated, though this has not occurred for some time.

Water views from the pathway have become obstructed by reed growth that has increased significantly while low water levels have endured.

The foreshore on the rise to the south of the precinct provides excellent views of the lake and has the potential to have better landscape and vegetation links to the lake environs. This foreshore is used by the Colac Sea Scouts for weekly activities, and in the past has been used for camping and car parking during yachting regattas.

The yachting club has not conducted any significant yachting activities on the lake for the last 8 years, in which time club activities have been relocated to Lake Purrumbete approximately 50 kms west of Colac. Club membership has dropped from a maximum of 150 (approximately 30 juniors and 120 seniors) when the lake was full to the current 50, largely adult, members<sup>16</sup>. The yacht club facilities are occasionally used by the community for events and meetings.

The number of young people involved in the 2<sup>nd</sup> Colac Scouts (sea scouts) has increased slightly over the last few years to approximately 50. The group caters for ages 6 through to 26 with the 8-11 year olds (cubs) having the strongest membership at this time. Members travel, as they have always done, to different training venues around the region. Low water levels have not impacted on the group's activities, apart from limiting training opportunities associated with their skill development programs (e.g. canoeing and sailing).

Buildings in this precinct are old and near the end of their life. Consideration needs to be given to their consolidation, upgrade, or removal depending on their condition and likely level of use in the future. If water if water based activities are considered viable in the longer term then buildings should be renovated in line with council building style guide. In addition, options to accommodate yachting and sea scout activities in a multi-purpose facility when buildings reach the end of their life should be investigated.

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<sup>16</sup> Information provided by Commodore Colac Yacht Club, Nov 2015

**Key focus for the zone:**

- Recreation / Lifestyle
  - Walking / jogging / cycling
  - Water sports (if water levels are consistently higher than they are now)
  - Play (Western Bay Park)
  - Quiet / reflective environments
- Environmental
  - Views
  - Amenity

**Key Actions for the Zone**

**Short term – Painting and clean up / screen plant around buildings**

- Longer term if water based activities are considered viable – Renovate in line with council building style guide and investigate options to a multi-purpose facility when buildings reach the end of their life
- Shade trees (Western Bay Park)
- Seating
- Consolidating Western Bay Park as a children's and youth hub with installation of parkour / free running circuit and consider as an alternative site for exercise equipment (relocated from Stodart St. East)
- Signage – Distance / direction, precinct and compliance signage.



Challenging play/exercise features, as they have been incorporated into Valley Reserve Playspace.  
Image courtesy & © City of Monash.

**Zone 4: Armstrong St. to Gellibrand St. (Reference Map 4 and Inset 1 – Car Park Precinct)**



**Overview of the zone**

In zone 4 the two-metre concrete foreshore pathway is on a narrow strip of Foreshore that is bounded by the old lake bluestone retaining wall and the steep embankment that rises to meet Queens Av. to the south.

Council has undertaken cleanup and re-vegetation works along this section of the trail, including the installation of garden beds. The embankment is planted primarily with Flowering Red Gum trees, Pinus Radiata, and Acacia and Eucalyptus species.

Many of these trees have been removed and others are in poor condition and will need to be replaced.

Queens Av. runs parallel with the foreshore pathway and provides excellent views over the lake. It is popular with walkers and bike riders, and is a popular lunch spot for visitors and locals.

Constant car parking on the north side of Queens Av., particularly in the vicinity of the Colac Cricket Ground, has eroded and compacted the soil under trees and exposed tree roots. As a result many trees are in poor condition and need replacing.

The trees are a feature of Queens Av. and make it a very appealing street. A tree replacement and management regime is needed to ensure this amenity is preserved and enhanced.

There is no formal pathway that links Queens Av. with the foreshore pathway below. However there is evidence of foot traffic and bike activity on the embankment.

Tourist buses and travellers with caravans use the Gellibrand St. car park as a wayside stop. People visiting the Botanic Gardens' café ('Café on the Lake') and the community house and the local church use the car park. The car park and the Gellibrand St. road verges are not sealed and as a result the car park and roadsides are subject to degradation and erosion. The roots of the large trees on the site have been subject to many years of compaction due to unregulated car parking, which will eventually impact their condition.

There is an opportunity to increase the profile of the junction of Queens Av. and Gellibrand St. It is a main entry point to the lake foreshore precinct that can be enhanced with vegetation plantings and public art as a significant landmark.

The extension of Gellibrand St. to the foreshore car park is narrow. There is no opportunity to incorporate a pathway alongside the road due to the steepness of the terrain. However, consideration can be given to road markings and signage that indicate a shared vehicle and pedestrian way.



**Key focus for the zone:**

- Recreation / Lifestyle
  - Walking / jogging / cycling
  - Quiet / reflective environments
- Environmental
  - Amenity tree planting and replacement
  - Views

**Key Actions for the Zone**

- New shared pathway along Queens Av.
- Formalising indented parking bays along Queens Av. including adjacent to Cricket Oval to protect future tree plantings
- Plantings of flowering gums along Queens Av. to replace aged gums on embankment
- Sealing of the end of Gellibrand St. and the car park
- Investigate options for improving street connectivity into the precinct, traffic flow and management, amenity, and precinct arrival/entry statements e.g. public art, feature plantings, signage
- Viewing platform at the end of Grant St.
- Tree plantings to stabilise the embankment, reinvigorate old plantings, enhance environmental amenity and create a stronger link to the Botanic Gardens
- Picnic tables / seating at various points along Queens Av. to take advantage of elevated lake views
- Signage – Distance / direction, and precinct signage.



Well-integrated public furniture design, as demonstrated in the redevelopment of Burgess Park, London.

Image courtesy & © Davis Landscape Architecture; [www.davisla.com](http://www.davisla.com)

### Zone 5: The Foreshore / Commons (Reference Maps: Map 5)

#### Overview of the zone



© Ferne Millen; Colac Otway Shire Council collection.

In this zone the pathway hugs the side of the Rowing Club building and continues along the top of the blue stone wall until the edge of the grassed 'common' area where it becomes a brick paved pathway.

A second pathway runs along the base of the Colac Botanic Gardens embankment around to picnic facilities and the playground.

Much of the foreshore zone is within the Botanic Gardens property title boundary, which can be loosely defined in terms of 4 precincts.

The first precinct is the formal component of the Botanic Gardens dedicated to the collection, cultivation, preservation, and display of plants. The gardens overlook the foreshore zone from atop the 8 mt. embankment and provide views of the lake through the branches of large pine and canopied trees.



© Ferne Millen; Colac Otway Shire Council

This precinct is roughly bounded by Fyans St. on its south and east boundaries, Gellibrand St. on its west boundary and the base of the embankment on its north boundary. The Botanic Gardens playground nestles around the eastern embankment of the gardens with picnic and BBQ facilities adjoining. The playground was installed in 1980 and underwent major redevelopment from 2006 to 2010 with community assistance.

The second precinct is the largely grassed foreshore area to the north of the embankment that includes the CFA training track, tower and pump room; picnic / BBQ facilities and rotunda; the Tachyglossus mosaic, and pathways.

The third precinct includes a large car park, the Colac Anglers pavilion, boat ramp, fishing jetty and part of the Colac Caravan Park.

The fourth precinct includes the Colac Rowing Club and carpark.

Rowing Club members constructed the rowing club buildings in the 1950s. Club membership has dropped from a maximum of 50 (approximately 25 juniors and 25 seniors) when the lake was full to the current 15 adult

male members who primarily use the fitness equipment in the pavilion<sup>17</sup>.

The Foreshore Zone is the main recreation and activity area on the within the study area. When water levels were higher, this was a busy and often overcrowded precinct with car parking extending along Fyans St. This was the main entry point for motorised boating and associated activities such as skiing. The sandy beach entry to the nearby lake shallows, and open lawn area with large shade trees made it an attractive destination for families.

In recent years the water line has often been over 80 mts from the lake embankment and as in other zones, screened from the shoreline because of reed and weed growth.

Generally, infrastructure in the zone is dated and there is not a consistent style or colour theme. In the short term it is recommended that buildings be painted / cleaned up and screen plantings added. In the longer term, when buildings reach the end of their life and if water based activities are considered viable, buildings should be renovated and / or consolidated to accommodate angling and rowing activities in a modern, multi-purpose facility when buildings reach the end of their life

Many residents and visitors have strong recollections of childhood, family, and recreation activities focused on this area of the foreshore. Hence conflicting views prevail as to the future use of the zone, and associated infrastructure and landscaping aspirations.

In more recent times the site has hosted a number of community events, including Australia Day in 2015 in the Botanic Gardens.<sup>18</sup>

The foreshore pathway diverges at the main car park. To the left it continues along the foreshore, crossing the boat ramp and then travels to the north of the caravan park and on to the Barongarook Ck. crossing. To the right it continues around the rear of the angling pavilion to the playground.

There is an opportunity to reinvigorate or reactivate this zone, however given the significantly changed environmental conditions, this means a focus on land-based activities as a priority over water-based activities.

The activation of spaces in foreshore areas, in particular the Foreshore Zone is discussed in greater detail in section 9.2.1.

The master plan respects the need to ensure developments or enhancements thoughtfully consider a number of sensitive environments associated with the Foreshore Zone. These environments are the adjoining Botanic Gardens environment, history, and outlook; the Tachyglossus mosaic; and the memorial brick pathway.

The master plan proposes enhanced and additional picnic and social facilities, amenities to support community events, and an updated play space on the foreshore along with an infinity jetty. Work will be undertaken to ensure all development in this area is undertaken in a manner that is sensitive and respectful to the historic and current usage.

If in the future the caravan park is relocated, consideration should be given to relocating car, bus and trailer parking to the caravan park site and extending the foreshore social and play amenities.

**Key focus for the zone:**

- Recreation / Lifestyle
  - Walking / jogging / cycling
  - Community events and celebrations
  - Family social activities and play
- Environmental
  - Sympathetic integration with the natural / environmental features of the Botanic Gardens including the embankment and vegetation
  - Preserving and enhancing treed lawn features
- Heritage / Culture

<sup>17</sup> Information provided by Rowing Club President, November 2015

<sup>18</sup> Botanic gardens / Foreshore lawn area



- Sensitive and well integrated celebration of Indigenous and non-indigenous culture and history

**Key Actions for the Zone**



Denmark's iconic infinity jetty at Aarhus, created by Gjøde & Povlsgaard Arkitekter.

© Aarhus/Billeder

- 'Infinity jetty' at the end of the Tachyglossus mosaic spit
- Relocation of the CFA training tack and associated structures
- Investigating options for a fully accessible play space at the eastern end of the common that is well integrated into the environment by using appropriate materials, colour themes, and structures, and enhancement of existing play space in line with a children's garden theme
- Enhancing of the existing Botanic Gardens play space as a unique botanic and natural environmental play space
- Updating, renewal, or consolidation of buildings at the end of their useful life
- Foreshore lighting and feature tree lighting
- Power to enable provision for mobile food / coffee vans and cater for events
- Additional picnic and social facilities including shelters, BBQ facilities
- If in the future the caravan park is relocated, then consider relocating parking areas to the vacated site
- Additional plantings
- Widening of the pathway to meet shared pathway standards
- Lighting



- Signage – Distance / direction, precinct and compliance signage
- Sealing of the car park to the west of the common and enhancing the area (long term).



The award-winning design of the Valley Reserve Playspace has enabled this parkland in Mount Waverley to become a hub of community activity.  
Image courtesy & © City of Monash

**Zone 6: The Esplanade and Wetlands to Bruce St. (Reference Map 6)**



**Overview of the zone**

The main pathway continues its way along the foreshore to the north of the open grassland area abutting The Esplanade. This area is within the designated flood zone, is low lying, and slow to drain after rain events. After past very high water levels, and particularly when accompanied by northerly winds, this area has flooded.

There is no significant use of the area apart from off leash dog activities even though the area is a designated on-leash area<sup>19</sup>, however the area provides a valuable environmental buffer between residential properties and the lake.

There is a small picnic area at the end of Church St. with a serene and attractive view out over the lake. Council's Environmental Services Team run programs in this area with primary and secondary schools, and alternative education institutions. These include environmental awareness and education, and tree planting programs.

The pathway continues along the foreshore where it connects to the dirt / gravel maintenance track. The maintenance track continues along the foreshore to the north of the man made wetlands.

The wetland and bird sanctuary provides habitat for over 20 species of water birds, including a number of migratory species that are listed under agreements between the Australia and Japan and China for the protection of migratory birds and their habitats that are in danger of extinction<sup>20</sup>.

A raised boardwalk connects the end of the Esplanade to Fyans St. and Quamby St. The boardwalk traverses the low lying Barongarook creeklands, with the west arm crossing the creek via an old timber bridge to meet up with Fyans St. The east arm of the boardwalk links to Quamby St. The boardwalk is narrow with right angle junctions that do not provide easy access for bike riders.

There is an opportunity to vegetate the area in line with Guilfoyle's vision for 'The Dell' and to incorporate a public art trail along the raised board walk that reflects the environmental and social themes of the lake environments and the township of Colac.

A significant public art feature through this area will potentially draw interest and activity across the Barongarook Ck. and to the wetlands environmental features. Refer to section 9.5 for additional discussion on public art.

Consideration should be given to extending the public art trail upstream along the Barongarook Ck. to Murray St. Over time, as the trail is developed, it has the potential to be a major feature that extends the opportunities associated with the foreshore zone without 'crowding' the foreshore zone itself.

<sup>19</sup> Refer Colac Otway Local Laws / Responsible Pet Ownership brochure [www.colacotway.vic.gov.au/Files/ResponsiblePetOwnershipBrochure.pdf](http://www.colacotway.vic.gov.au/Files/ResponsiblePetOwnershipBrochure.pdf)  
<sup>20</sup> [www.otway.biz/lakecolac.html](http://www.otway.biz/lakecolac.html)

**Key focus for the zone:**

- Environmental
  - Habitat / wildlife protection
  - Environmental education
  - Views
- Heritage / Culture
  - Public art
- Recreation / Lifestyle
  - Walking / jogging / cycling
    - existing shared pathway upgrade.
  - Nature observation

**Key Actions for the Zone**

- Cluster plantings of trees such as River Red Gums around Esplanade Park
- An environmental education / picnic shelter
- Environmental education stations
- Wetlands boardwalk and bird hide
- Extension of the raised boardwalk from the vicinity of The Esplanade to meet with the shared foreshore pathway near Barongarook Ck. mouth
- Public art trail (through 'The Dell') that reflect the natural environment, Indigenous and non-indigenous history, and story telling.
- Signage – Distance / direction, precinct and compliance signage.





**Zone 7: Bruce St. to Clark St. (Reference Map 7)**

**Overview of the zone**

The pathway in the form of the maintenance track continues along the foreshore past the former landfill site and the informal extension of McGonigal St to Clark St. The former landfill site cannot be vegetated because tree and plant roots will penetrate the 'cap' / cover of the landfill which then allows the contained leachates to escape into the environment.



Because of the above and the remoteness of the site, the master plan does not recommend the site for BMX or other related activities that were raised for consideration during the project.

There are high points along this section of the track, particularly in the vicinity of McGonigal St., that provide expansive views over the lake.

Consideration could be given to allowing dogs off-leash given it is not a significant habitat or recreation zone and there are no other opportunities to allow dogs off leash in the parklands. Consideration was given to the Esplanade Park as a possible off-leash area, however its close proximity to the wetlands and associated wildlife would preclude this.

The barren former landfill site adjoins the project area. Although requested during consultation, is not possible to vegetate this site because of the need to preserve the integrity of the landfill cap.

**Key focus for the zone:**

- Recreation / Lifestyle
  - Walking / jogging / cycling
  - Dog off-leash
- Environmental
  - Amenity tree planting
  - Views

**Key Actions for the Zone**

- Cluster plantings of trees such as River Red Gums along the lake foreshore and the edge of the landfill where they will not interfere with the landfill cap and accompanying seating are proposed. This will enhance the amenity of the zone, provide a visual connection with Esplanade Park and the Wetlands Zone, and provide a visual buffer from the industrial buildings at the end of Clark St. Screen planting along the last 50-75 metres of St. will provide an additional visual buffer.
- It is not proposed to formalise the foreshore pathway at this time due to the low level of use. However, use should be monitored and in the long term there can be further investigation of opportunities to formalise the pathway and extend it around the lake to the north.
- Signage – Distance / direction, and compliance signage.

**Zone 8: Lower Barongarook Ck. to Chapel Street Bridge (Reference Maps: Map 8)**



**Overview of the zone**

From Fyans St. the pathway travels along both sides of the Barongarook Ck. and crosses the creek 4 times. The pathway is generally 1.8-2 metres wide in this zone and is in predominantly poor condition. The creek parklands have a sense of serenity after the more formal and activity focus of other zones.

The zone is characterised by old plantings of large exotic trees and in some areas later plantings of Australian natives (northern area of Hugh Murray Reserve).

The Hugh Murray Reserve includes seven old steel archways that are covered in creeping plants including jasmine, hardenbergia and honeysuckle<sup>20</sup>. The archway structures are old and dated and because they are enclosed by vegetation it is difficult to see into the archway and as a result they do not comply with safe design principles.

The zone also includes a large open timber structure, referred to as 'the Woolshed' (near Chapel St.), which was constructed as a community project in in the 1980s along with a number of other structures including small timber gazebos in varying condition, and a pathway junction arbour that is also dated and in poor condition.

There is an opportunity to better define Chapel St. as an entry point to the foreshore parklands with street tree plantings and more attractive and updated road / pedestrian barrier treatments. Wear on the roadside indicates car parking occurs at the end of the barriers on a narrow strip of road verge.

Council has undertaken extensive weed eradication, planting, and bank stabilisation works in this zone over the last 3-5 years.

The Hugh Murray Reserve is classified as a 'neighbourhood' park<sup>21</sup> which indicates that it is not a site that warrants or is appropriate for additional recreation of social infrastructure. Any additional infrastructure proposed for the site must take into consideration the likely level of use, given its profile, and the function of the park in the overall open space / park network.

There is the opportunity to establish the Hugh Murray Reserve as a more significant local family recreation precinct with the enhancement of the informal BMX track; land sculpting and feature rock installations that are suitable for climbing and scrambling; dog off leash sensory plantings and exploratory landscapes; and social / picnic facilities. Respondents to the community survey

<sup>20</sup> Declared pest plant references) <http://agriculture.vic.gov.au/agriculture/pests-diseases-and-weeds/weeds/state-prohibited-weeds>,

<sup>21</sup> Colac Otway Open Space Strategy, p 57; [http://www.colacotway.vic.gov.au/page/Page.asp?Page\\_Id=203&h=1](http://www.colacotway.vic.gov.au/page/Page.asp?Page_Id=203&h=1)

expressed a desire for family friendly areas and facilities elsewhere in the parklands as an alternative to the foreshore area.

There is also the opportunity to continue the public artwork trail upstream of the proposed art trail alongside the raised boardwalk in zone 6.

Creative and significant feature landscapes that are easy to maintain provide exploratory and play opportunities for families, and if it remains as a dog off-leash area, the family dog.

**Key focus for the zone:**

- Environmental
  - Environmental education
  - Tree / vegetation amenity
    - mixed planting of native and exotic
  - Habitat enhancement
- Recreation / Lifestyle
  - Walking / jogging / cycling
  - Family play
  - Off-leash dog activities

**Key Actions for the Zone**

- Removing of the 7 old archways and derelict gazebos
- Continue the public art trail with installations that reflect the natural environment, Indigenous and non-indigenous history, and story telling.
- Bridge replacement upgrading
- Enhancing Hugh Murray Reserve as a local community hub with activity spaces and recreation features that attract families and young people. Features to include land sculpting and large feature rocks that are 'playable and climbable'; enhancing of the BMX track; and social / picnic facilities
- Mature feature plantings of trees such as Crepe Myrtle along Chapel St. to profile the entry to the parklands and provide seasonal colour to the streetscape
- Informal car park off Chapel St. (Hugh Murray Reserve)
- Lighting
- Signage – Distance / direction, and precinct signage.



Pinus pinaster specimen, one of the recommended exotic varieties.



Contemporary bridge designs.



**Zone 9: Upper Barongarook Ck. from Chapel St. to Murray St. Bridge (Reference Map 9)**



**Overview of the zone**

The Barongarook Ck. pathway continues under the Chapel St. bridge to emerge on the western side of the creek as a 'desire line', an unformed track that continues through the 3<sup>rd</sup> / 4<sup>th</sup> Colac Scouts precinct to rejoin the sealed pathway.

The northern area of this precinct is characterised by older unkempt plantings of Australian native trees, open areas, and low lying ground that is often wet for 4-6 months of the year. The southern area of the precinct contains the scout facilities and access road ways.

The main pathway through this zone is accessed from the footpath on Chapel St. and travels along the east side of the Barongarook Ck. The area known as the 'Sculpture Park' lays to the east of the creek and includes various steel based public art installations that were erected in the 1970s as part of a public art project.

Some of the pieces have been relocated and many of the remaining works are in disrepair and have no interpretive information that would normally accompany such installations. The works are scattered through open parkland areas, which can remain wet underfoot for 4-6 months of the year. The general consensus from consultation supported the removal of the works from the site because they were dated, and are not an attractive reflection of the Colac Community.

There is however the opportunity to continue the public artwork trail proposed for zones 6 and 8, upstream and through this zone

This zone can be enhanced with plantings to screen adjoining properties, including the motel.

When the pathway meets with the Murray St. wayside stop, the main branch of the pathway follows the creekline past the scout precinct and passes under Murray St. A landscape plan has been developed for this precinct as the CBD entry point.

The other branch of the pathway travels along the eastern side of the wayside stop where it ends at Murray St. There is an opportunity to neaten vegetation in this area and increase the profile of the area as a main entry point to the parklands and creek pathway

Council has renovated the toilet block and added picnic facilities and shelters at the wayside stop. The car park is graveled but is subject to degradation, particularly in wet weather. Some residents of the adjoining units use the car park for private parking and there is evidence that residents use the car park, parklands, and lane way at the back of the motel to access their units.

Council has also undertaken extensive weed eradication, planting, and bank stabilisation works in this zone over the last 3-5 years.



**Key focus for the zone:**

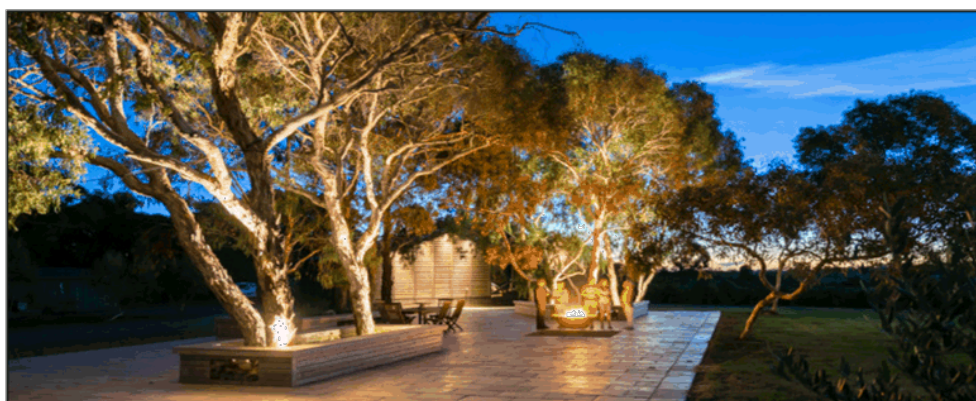
- Environmental
  - Tree / vegetation amenity – mixed planting of native and exotic trees
  - Habitat enhancement
- Recreation / Lifestyle
  - Walking / jogging / cycling
  - Reflection / Nature observation

**Key Actions for the Zone**



Art installations to reflect and enhance the natural environment.

- Continue the new public art trail with installations that reflect the natural environment, Indigenous and non-indigenous history, and story telling.
- Relocating / removing installations from the Sculpture Park
- Additional exotic tree plantings to the east of the pathway to create massed lawn plantings
- Screen planting of adjoining properties
- Prevent car access from the parklands
- Upgrading wayside stop car park
- Neatening vegetation along pathway (eastern side of wayside stop)
- Enhancing entry in line with CBD and Entrances Master Plan
- Lighting
- Signage – Distance / direction, and precinct signage.



Decorative tree and pathway lighting can provide entirely new perspectives on parkland areas.

**Zone 10: Meredith Park (Reference Maps: Map 9)**



**Overview of the zone**

Meredith Park is on the northern bank of Lake Colac. Prior to 2008 when water levels were high the park was a popular picnic and recreation zone, and a launch point for watercraft. The site treed and rocky with a peaceful and expansive outlook over the lake

There is no fee for camping at the site, however council is in the process of considering whether to retain free camping. Discussions with caravaners indicate it is the natural amenity, quietness, and remoteness of the site that appeal to caravaners.

The site is popular for special events such as New Year's Eve celebrations and private celebrations. Because of the remoteness of the site it often attracts anti-social behavior at these events.

The BBQ, picnic and toilet facilities at the site are basic but any upgrade should consider the future of the site as a camping venue.

There is an opportunity to improve the amenity of the site with some minor maintenance and road works. Pine trees are the dominant tree species at the site, which need to be removed over time. These can be replaced with a mix of Australian natives and shade trees, that will assist to suppress grass growth over the rocky landscape.

**Key focus for the zone:**

- Recreation / Lifestyle
  - Reflection / Nature observation
  - Camping – The continuation or extent of camping will depend on the outcome of the proposed camping feasibility study
  - Water activities – The extent of activities is dependent on water levels
- Environmental
  - Tree / vegetation amenity enhancement – mixed planting of native and exotic

**Key Actions for the Zone**

- Cleanup vegetation and increase maintenance to gravel road and road verges
- A feasibility study to determine the future of camping at Meredith Park
- Depending on the outcome of the feasibility study, renew or relocate toilets and renew picnic infrastructure
- Fishing platform. Priority will be dependent on lake water levels and associated fish stock
- Signage – Distance / direction, precinct and compliance signage.

## 8. Design Considerations

This section highlights some of the key open space and landscape design principles that underpin the Lake Colac Foreshore Master Plan.

### 8.1 Universal Design

Universal design is the term used to describe the practice of designing buildings and public spaces so they allow use by the broadest range of ages and abilities.

Rather than focusing on users with specific disabilities, universal design focuses on making provision for mobility issues faced by people through every stage of their life.

The key principles include design that caters for a wide range of abilities, is simple and easy to use, and minimises the effort required to use.

The following are examples of how universal design principles will influence the Lake Colac Master Plan:

- Easy and direct access between park amenities and features such as between car parks and toilets and picnic areas
- Play equipment and environments that optimises play opportunities for children of different ages and abilities; and opportunities for carers of different abilities to interact with children
- Pathways and access ramps that are easy to access, and even and wide enough to accommodate people with different mobility needs and abilities e.g. motorised scooters, children on trikes, parents with prams
- Toilets that are easily accessible for different abilities
- Car parking spaces of a size and layout that allows easy access to cars for mothers with children and prams, people with mobility aids, or people with picnic equipment
- Feeder and internal road crossings that are safe
- Directional and distance signage that clearly indicates distance; estimated times; and terrain information if relevant.

### 8.2 Design that Encourages Use and Physical Activity

There is an array industry documents<sup>22</sup> that clearly detail the design requirements for public spaces so these spaces will attract use, and encourage people to be physically and socially active.

Importantly, these spaces must be and feel safe, and be attractive and inviting. To achieve this, spaces should:

- Be modern, attractive, inviting, and well maintained to encourage constant and high levels of use used
- Optimise sightlines including sightlines:
  - Into parks from surrounding streets and local residences. This means minimising the enclosing of spaces by backyard fences
  - Along pathways
  - From car parks and toilets
- Be well lit to enhance visibility and natural surveillance
- Be designed to accommodate the activities people want to use them for e.g. recreation and commuter trails
- Regular spacing of seating i.e. every 200-400 mts
- Have well designed elements such as park furniture, drinking fountains, public information, public toilets, and play equipment to encourage the informal use of parks
- Ensure vegetation and landscape features (e.g. pergolas, rock mounds) do not obscure sightlines or lighting

Healthy active spaces are achieved by providing:

- well planned networks of walking and cycling routes
- streets with direct, safe and convenient access
- local destinations within walking distance from homes
- accessible open spaces for recreation and leisure
- conveniently located public transport stops
- local neighbourhoods fostering community spirit.

Ref: Healthy By Design

<sup>22</sup> Safer Design Guidelines for Victoria, Department of Land Water Environment and Planning; and Healthy By Design: A Planners' Guide to Environments for Active Living, Victorian Heart Foundation.



- Have directional signage to major local destinations, public transport, facilities (e.g. police, telephone); distance and 'walking time' signage, closest exit routes etc.
- Spaces that are well used are less likely to be subject to vandalism and anti-social behavior.

## 9. Discussion of General Project Findings

A number of considerations raised during consultation were relevant to all, or a number, of the project zones. These are discussed in this section.

### 9.1 Lake Colac Water Body

There is an overwhelming desire for the return of the days when lake water levels were consistently high and enabled water based activities to flourish.

There was diverse opinion expressed as to the strategies that might return water to Lake Colac, and the sometimes-high costs associated with these. This is despite the many technical and scientific reports<sup>23</sup> written about changed climatic conditions that will continue to affect water levels.

The majority of project participants acknowledged the changed climatic conditions in the region and the ongoing impact on water levels. In view of this, they agreed there should be a focus on enhancing land-based opportunities as the priority over water based activities.

### 9.2 Activation of Spaces

Spaces that are constantly used have a number of attributes that stand them apart from lesser-used spaces. These attributes include a wide range of different things to do, to see, to interact with all in close proximity to each other; attractions for different age groups and abilities; facilities that support these attractions such as toilets and picnic facilities; infrastructure such as pathways that makes it easy to move between different environments and facilities; attractive and interesting design features; natural features; and features such as lighting that increase hours of use. Importantly they feel safe and are safe.

'Enhancements to informal recreation facilities can generate broader social benefits including improvements to community health and fitness, enhanced civic pride and improved recreation opportunities.'  
Ref: Lake Colac Commercial Development Opportunity Report, p31

The more of these features and considerations that can be addressed then the more popular the space will be that can be drawn together the more popular or 'activated' a space will.

A number of council planning documents have identified the need to activate the Foreshore Zone including the Open Space Strategy and the Lake Colac Commercial Development Opportunity Report<sup>24</sup>

This section gives consideration to the activation of the Foreshore Zone, which received strong support through the project, and the activation of other spaces such as trails and the surrounding Foreshore.

#### 9.2.1 Activation of the Foreshore Zone

There is overwhelming agreement from the community consultation for the activation of the Foreshore Zone, which is viewed as a lost opportunity for the town's economy. There is a strong desire for the Foreshore Zone to 'better reflect who we are as a community'<sup>25</sup>.

The Open Space Strategy identifies the Lake Colac Foreshore as a regional open space asset. Currently it does not have the level of features and amenities, and the level of use that normally accompanies a regional level facility.

Comments about the foreshore typically related to the need for additional and modern picnic, BBQ and toilet facilities; invigorating and cleaning up the area; providing facilities that cater for

<sup>23</sup> Refer Appendix 1 for examples

<sup>24</sup> Lake Colac Commercial Development: Opportunity Profile, Cost-Benefit Analysis and Economic Impact Assessment

<sup>25</sup> Lake Colac Foreshore Master Plan, Community Survey, 2015

families; shade trees; modern play features that cater for a wider age group and people of all abilities, and things that make the foreshore interesting and different.

Residents involved in the project identified 'making the foreshore area in front of the Botanic Gardens more appealing'<sup>26</sup> as the most important priority for improving the Foreshore. Retaining a large open but well landscaped grassed area to the west of the proposed play space, preserves an area to accommodate a range of community events. These events would include open-air picture nights or performances that could take advantage of the embankment for spectator viewing; and community markets. Preserving an unencumbered open grassed area means there is flexibility in terms event layout. It is for this reason that permanent structures such as sound shells have not been included in the site plan.

Activation of the foreshore will only be achieved by introducing features and environments that people want access to and by landscape and design features that create attractive and safe environments. Public spaces that have people constantly coming and going because there is a significant array of different things to do, will in turn attract more people, creating a destination that becomes a prominent community hub.

There does not appear to be any sound justification for the inclusion of any significant commercial infrastructure at this time. Council has commissioned reports that made recommendations regarding water based commercial activities and does not recommend that commercial infrastructure be developed in the foreshore area at this time.

The CFA training track is viewed as an obstacle to the foreshore achieving its potential as a community and family recreation hub. Previous studies<sup>27</sup> have recommended that the CFA fire training track and facilities be moved. These structures remain intrusive on views from the Botanic and impose on the amenity of the lower foreshore area. The CFA training track significantly impacts on the ability to enhance the grassed foreshore area and expand its use.

The training track is used in summer 2 times a week for senior training and 2 times a week for junior training.

The project considered opportunities to use the sealed training track for alternative activities including recreation activities and community markets. However, the safety, functional and access requirements of these activities cannot be addressed with the existing dimensions and configuration of the track. Importantly the size and location of the running track prevents optimising the use and development of the foreshore area as a significant community recreation and social hub.

Residents at community meetings and responding to the survey strongly identified with the need for 'wow' features in the foreshore areas, and in particular in the Foreshore Zone, that might include landscape features and a more significant and modern play space.

A large number of residents<sup>28</sup> consulted for the project viewed the foreshore as a good location for an 'iconic play space' that could cater for a wider age and skill range than the existing play space. Contrary opinion was reflected on the basis that a play space would change the use and amenity of the foreshore; would not be in keeping with the amenity and theme of the Botanic Gardens; and would not have shelter from prevailing winds.

Young people involved in the survey communicated a desire for more exciting and challenging things for them to do. Older children indicated that they 'hung around' the play space because there was nowhere else to go. They did not find the play space suitable or challenging enough and did not find other areas of the foreshore parklands particularly inviting for young people.

The great majority of people who participated in the project recognise and accept that prospects associated with the water have significantly diminished. This is because of changed environmental conditions, and water levels that are unlikely to return to those of the past for any consistent period of time.

They did however ask that consideration be given to opportunities to create a 'connection to the water' though they were unclear how this might be achieved. The project proposes that

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<sup>26</sup> Lake Colac Foreshore Master Plan, Community Survey, 2015; community meetings; project comment wall at COPACC

<sup>27</sup> Patrick & Wallace, 1993, as cited in the Botanic Gardens Master Plan, p100; Botanic Gardens Master Plan; 2012 Lake Colac Master Plan

<sup>28</sup> including 62% of survey respondents who agreed / strongly agreed, 38% of survey respondents disagreed / strongly disagreed with a play space on the foreshore

circular walkway be constructed at the end of the jut of land that includes the mosaic. The walkway will extend the visual, and on some occasions physical, connection to the water body; provide access to the sandy lake shoreline when exposed; and will sit above the water when water levels are higher to provide a reflective space.

Further activation can be achieved through partnerships with private enterprise. This is occurring to a small degree with private fitness providers using the foreshore, Botanic Gardens and pathways, and often at times when the Foreshore are not widely used. Additional opportunities should be considered as they arise or proactively investigated. If demand from commercial operators does eventuate to any significant degree council may need to develop a policy to guide.

### 9.2.2 Activity Nodes

#### Foreshore and Botanic Gardens Play Space



The Lake Colac foreshore play space is located on the treed eastern embankment of the Botanic Gardens.

The community and the Friends of the Botanic Gardens have primarily been responsible for the development of the play space over this time and many of those close to the development have strong sentiment about any changes that might be proposed for the play space. The play space is in an attractive and shady setting, which provides protection from the heat in the summer.

Despite this it has to be acknowledged that the layout and design of the play space is dated as are many of the pieces of equipment, even though some remain popular with children. There are three key issues that detract from the site as a play space and these are highlighted in the Victorian State Government 'Safer Design Guidelines' and the 'Healthy by Design Guidelines'. Because of the surrounding vegetation and terrain passive surveillance of the site from the road and Foreshore Zone is poor. In addition, sightlines from the main seating and picnic area are limited.

Further, the play space does not provide easy access for children and carers with restricted mobility, and the terrain will make this more difficult to address than a play space on a more even site. Feedback from mothers with prams and young children and older people commented that many elements within the play space are difficult to access.

There was significant feedback from parents and school children that the play space did not cater for older children, lacked 'challenging' and 'interesting' elements and was outdated.<sup>29</sup> It will not be possible to introduce elements that address these requirements because of the restrictions associated with its location in the Botanic Gardens.

<sup>29</sup> COPACC display and feedback wall, onsite meetings, children's submissions and surveys, community survey



Upgrading and relocating the play space to the Foreshore Zone had greater support from project participants than upgrading the play space in its current location. It is however noted that shade structures would need to be incorporated into the design on the foreshore until new tree plantings provided natural shade.

A play space constructed on the foreshore should be sympathetic to the natural environment of the adjoining Botanic Gardens, integrated well with the open grassed area and the gardens. Heritage Victoria has given 'in principle' support to the foreshore play space however approval will be dependent on the final design.

The master plan recommends that consideration be given to a nature / botanic themed 'children's garden' and education space for younger children in the vicinity of the existing play space.

If legislative controls prohibit the development of an iconic playspace on the foreshore then options for modernising and enhancing the existing playspace. This should be done in line with modern day play space and universal access design guidelines.

It is essential that all play opportunities are enhanced at the site in order to help optimise the activation of the foreshore.

#### **Alternative sites for a playspace**

The open space area on the Esplanade and the Hugh Murray Reserve were suggested as alternatives sites for a regional play space. This was primarily by people who did not support the relocation of the play space to the Foreshore Zone.

If a play space were to be located at either of these sites, the retention of the Botanic Gardens play space could not be justified on play space planning basis or in terms of cost. That is, an additional play space could not be justified in such close proximity to existing play spaces (Chapel St. and Botanic Gardens play space) or in terms of the cost to maintain and renew the play space over its life. In addition, council is struggling to maintain and renew existing play spaces and has to plan for additional play space in growth areas.

A site that is to accommodate a regional play space needs to have, or have the space for toilets, picnic and social facilities and shelters, pathways that connect to parklands and play elements, and off-road and sealed car parking.

Regional play spaces are usually on regional level open space that has a range of social and recreation activity options. The Hugh Murray Reserve and the Esplanade Park are classified as 'Neighbourhood' level parks in the Open Space Strategy<sup>30</sup>, which means they are not designated to have regional level facilities.

#### **Fitness / Exercise Elements**

The foreshore is popular with fitness trainers and for sporting club training sessions. These groups use the Botanic Gardens embankment and internal road, the foreshore pathway and to a lesser extent the exercise equipment at the end of Stodart St. west. These groups use the Foreshore because of the different environments available, the attractive amenity of the area, and the camaraderie associated with being with like-minded people. Equipment that would provide alternative training and exercise options was looked on favourably but not seen as a necessity.

#### **Western Bay Park (Hamilton St.)**

There is an opportunity to enhance the Western Bay Park as part of a longer-term plan to upgrade and integrate the foreshore area occupied by the yachting and sea scout's buildings. Council plans to renew the Western Bay Park play space in the on council's 2016 capital works program. There is an opportunity to create a play / activity node that provides recreation and health and wellbeing infrastructure for a wide age range. The master plan recommends that consideration be given to constructing a parkour circuit for young people, and or installing new fitness equipment once the equipment at the end of Stodart St. west reaches the end of its life.

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<sup>30</sup> Colac Otway Open Space Strategy, p52

The master plan proposes that mature trees be planted on the site to provide shade and make the site more attractive. Development on the site will need to be undertaken in consultation with local residents, and young people who were involved in consultation for the project.

The right of all people, regardless of age or ability, to access play spaces and associated amenities such as toilets, seats and tables, and pathways in line with the requirements of the Federal Disability Discrimination Act (1992)

### 9.3 Infrastructure

The Lake Colac foreshore parklands are classified as a 'regional' level asset. This means that, generally speaking, facilities and environments will be developed to a higher level than at 'district' or 'township' level facilities. Council defines the type and level of development (e.g. for trails, buildings, bollards) for each classification of open space.<sup>31</sup>

It is necessary that infrastructure and environments are renewed and upgraded over time to ensure they remain relevant to community needs and expectations, attractive, and modern in design. Proactive maintenance will help extend the life of public infrastructure, however trends and expectations change over time, which means council, has to budget for the ongoing renewal of its public infrastructure if it is to continue to reflect the aspirations of the community. Residents involved in the project identified a number of commonly recurring themes and aspirations relating to infrastructure. These are summarised as follows:

- Ensure a modern and consistent style and colour of infrastructure for seating, shelters, barriers and bollards, bridges and pathways / walkways
- Modernise or replace old / out of date buildings and structures
- Ensure infrastructure incorporates creative, unique and conversational design features

The following sections summarise findings in relation to specific types of infrastructure – buildings and structures surfaces; signage; park furniture; public art and memorial plates.

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<sup>31</sup> Colac Otway Open Space Strategy, p15

### 9.3.1 Buildings and Structures



Buildings along the foreshore vary greatly in style and construction materials and are generally very dated and tired.

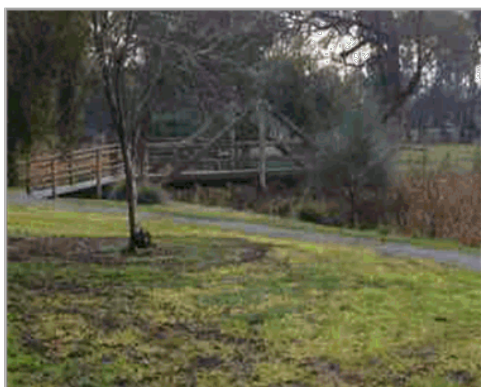
When buildings reach the end of their life consideration should be given to removing or consolidating them with other buildings if there is still a viable use for them. In the short-term rendering / painting of the buildings should be considered to provide a colour theme that is consistent with other infrastructure, and minimises their visual impact.

Council undertook cosmetic works on the three toilet blocks in the parklands<sup>32</sup>. This has provided a short-term enhancement of the buildings but over time they need to be replaced with modern facilities.

Both the Colac Botanic Gardens Conservation Study<sup>33</sup> and the later review of the Botanic Gardens Master Plan<sup>34</sup> recommended, at a minimum, the painting of the building occupied by the Colac Angling Club, and preferably its removal.

Even more modern structures such as the picnic shelters at the Murray St. wayside stop and Meredith Park do not reflect a style or standard characteristic of a regional open space asset or a CBD 'gateway'. The picnic / band rotunda in the Foreshore Zone, while a representation of a heritage theme, is different in style again.

The community is looking for more picnic facilities in nodes throughout foreshore areas that can provide opportunities for adjoining residential areas. Shelters need to be designed so they are of a size and style that provide adequate shelter and extend use of the parklands throughout the year.



<sup>32</sup> Murray St; Foreshore carpark; Meredith Park

<sup>33</sup> Patrick & Wallace, 1993, as cited in the Botanic Gardens Master Plan, p100

<sup>34</sup> Colac Botanic Gardens Master Plan Review, 2012, p91



Structures throughout the parklands, such as bridges, arbours and pergolas, are generally constructed from treated pine timber, and are of a style that is characteristic of 1970's and 80's design. Many of these structures are in poor condition, do not reflect modern day design trends and as a result detract from the amenity of the parklands.

Some of these structures were built with a significant investment of community labour and passion as in the case of the 'Hayshed' and the wooden arbour over the trail in Hugh Murray Reserve. These together with the dilapidated timber shelters near the raised walk way alongside Barongarook Ck. and alongside Fyans St. have reached the end of their practical / structural life and need to be dismantled.

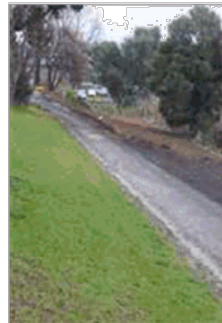
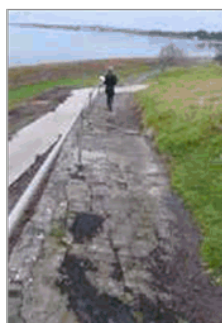
Similarly, the seven steel archways along the creek are dated and detract from the amenity of the parklands. The archways are not in keeping with safe landscape design principles<sup>35</sup> because they are fully enclosed with creeping plants and so do not allow for the passive surveillance of people who walk through or around the arbours.

Passive surveillance of the parklands should be optimised, particularly along Barongarook Ck. where residential properties abut the parklands and passive surveillance is generally only achieved from the intersecting roads. Many people reported that they do not feel comfortable using the archways, particularly when there are no people around and after twilight. There was support for removing the archways for reasons of safety and amenity. In addition, the archways do not provide the minimum 0.5 m clearance of either side of a pathway used by cyclists<sup>36</sup> or allow a clear line of sight to oncoming cyclists and pedestrians.

There are however residents who have a sentimental attachment to the archways for historic (e.g. extension of the Botanic Garden theme, their age) or environmental reasons (e.g. they provide habitat for wildlife).

Four bridges cross the Barongarook Ck. between the foreshore and Chapel St. These should be progressively upgraded to better reflect the design guidelines for infrastructure throughout the parklands.

### 9.3.2 Pathways



<sup>35</sup> Safer Design Guidelines for Victoria, Department of Sustainability and Environment Crime Prevention Victoria; Healthy By Design, SA Government

<sup>36</sup> Cycling Aspects of Austroads Guides, p 107

The style and condition of pathways throughout the parklands differs significantly. The most common surface is concrete as in the vicinity of Murray Street and Ross's Point and bitumen. In the area between Quamby St and the Esplanade there is a raised walkway.

The construction of the brick pathway in the Foreshore Zone is a relatively recent development. For some residents the pathway will be very symbolic and there is likely to be a sentimental attachment. When the pathway is upgraded consideration must be given to an appropriate incorporation of the pavers into the pathway or an appropriate feature. This should be done in conjunction with people for whom the pavers have special meaning.

Overall, the narrow width (1.8-2.0 mts) of pathways and the uneven or poor condition of surfaces means pathways are well below the recommended minimum 2.5-3.0 mtr width<sup>37</sup>. Pathways throughout the parklands are used by families with prams and children on bikes or scooters; skateboarders and inline skaters; fitness and recreation joggers and cyclists; and dog walkers.

The standard of pathways is not supporting of the range of activities residents want to use the pathways for. The pressure on pathways in the foreshore parklands is particularly intense given there are no other off road pathways in Colac.

The master plan recommends that when pathways are upgraded to meet the standards for shared pathways in recognition of the range of activities, ages, and skill levels they cater for. The master plan also recommends that pathways have a 0.5 – 1.0 mt clearance either side, be of a consistent width, and have a smooth and even surface. This should also apply to access pathways and ramps from adjoining streets and car parks.

Good design<sup>38</sup> of shared pathways will optimise use and minimise conflict between pathway users<sup>39</sup>. Good design should also be complemented by educational messages relating to pathway etiquette.

The Colac Otway Physical Activity and Open Space Strategies highlight the need to better connect residential areas to the Lake Colac Foreshore trails. Consultation for the master plan reinforces community aspirations for well linked walking and cycling routes to the township and residential areas.

A relative immediate opportunity to achieve this is via the Murray St. underpass trail that currently ends in the vicinity of the railway line. There is an opportunity to upgrade the trail in line with guidelines recommended in the master plan and to extend it to connect with nearby residential areas via the existing pathway or roadway network. These works will need to be accompanied by relevant pathway and road markings and signage.

If and when subdivision occurs in the vicinity of Rifle Butt Rd. (Zone 1) the master plan recommends that an exclusive bike lane be constructed along the Moore Street extension to service the secondary college and the new subdivisions, through to Deans Ck. Rd. This should be a minimum width of 1.5m within the 60km/h driving zone.

A number of requests were received in relation to the extension of the foreshore trail around the perimeter of the lake to the east to Meredith Park, and to the west beyond Deans Ck. The master plan recommends that council work with relevant stakeholders to investigate issues, opportunities and timeframes associated with achieving this.

The extension and widening of paths to meet shared pathway standards is a major element of the new plan and whilst this may not seem exciting it is critical to encourage more use of the area. Importantly, the plan has linked the paths to accommodate the Park Run concept, which is a popular way for people to go to different places and take a run along a set course and then post their time on a website to see how they stack up against others.

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<sup>37</sup> Austroads Guide to Road Design Part 6a – Pedestrians and cyclist paths

<sup>38</sup> Cycling Aspects of Austroads Guides, Austroads

<sup>39</sup> Pedestrian-Cyclist Conflict Minimisation on Shared Paths and Footpaths, Austroads Research Report, 2006

### 9.3.3 Signage



The style and condition of signage varies throughout the parklands and is generally very dated. The most modern signage is in the vicinity of the Tachyglossus mosaic. In some areas there is a clutter of signs, which do not add to the visual amenity of the area. The majority of signs are compliance related and some interpret landscape cultural features.

The need for directional, to and within the Foreshore, and distance signage was repeated throughout the consultation. People who walk, jog, or cycle for exercise were interested in distance signage along circuits that incorporated Foreshore pathways and local footpaths and streets.

There are a number of signs to Lake Colac from the highway, however these are small and often easily overlooked. There is minimal signage along the roads leading to the Foreshore, and various vehicle and pedestrian entry points to the lake environs and viewing points are not well marked.

'Safer By Design Guidelines' highlight the importance of directional and distance signage and the Open Space Strategy designates that regional level parklands 'must have' information, directional and interpretive signage and linear open space corridors 'must have' information and directional signage and 'might have' interpretive signage.<sup>40</sup>

<sup>40</sup> Colac Otway Open Space Strategy, p51



### 9.3.4 Park furniture



Similar to other Foreshore infrastructure, the style and condition of park furniture varies throughout the Foreshore, including the Botanic Gardens and in most cases is of a basic style, and dated. Seats are made from a variety of materials but primarily timber. There does not appear to be any regular placement of seats along trails and in most cases the distance between seats is greater than the 200-400 mts recommended in industry guideline documents.<sup>41</sup>

Bollards and railings are generally made from treated pine and date from the 1980s, and in many areas have fallen into disrepair or have been vandalised.

The master plan recommends that bollards be replaced over time to improve the amenity of the parklands. The master plan identifies sites where replacement of bollards and barriers should occur as a priority, but consideration should be given to a gradual replacement as part of the parks maintenance program.

### 9.4 Landscape and Plantings

The different project zones and landscapes provide an opportunity to create / consolidate landscape and vegetation themes. There are opportunities to create or consolidate landscape themes throughout the parklands.

A number of proposed directions were tested during community consultation in relation to this. The following reflect directions that were commonly supported or that were raised and considered as viable opportunities.

#### Tree and vegetation plantings

- More shade trees, particularly along the Barongarook Ck. parklands and the foreshore pathway to Stodart St. West, where practical
- Shade trees in Western Bay Park
- The renewal of flowering gum plantings along Queens Av. And

"A mix of Australian natives and exotic trees makes the Foreshore interesting and represents our environmental heritage."  
Ref: Project meetings & 83% project survey respondents

<sup>41</sup> e.g. Healthy By Design: A Planners' Guide to Environments for Active Living, Victorian Heart Foundation; Safe Design Guidelines for Victoria

the embankment to create a colourful vista from the shoreline / lake and preserve the treed amenity along Queens Av.

- Cluster perimeter planting of trees (River Red Gums) on the Esplanade Park to provide shade and feature plantings. Cluster planting will preserve a large area for run-about play
- Planting of mature shade trees in Western Bay Park
- Maintain / enhance historic exotic tree plantings in lawn areas along the Barongarook Ck. corridor with native plantings in the immediate vicinity of the creek
- Screen plantings to break / screen the impact of adjoining properties e.g. motel, residential fenceline
- Optimise habitat plantings.

#### Landscape Features

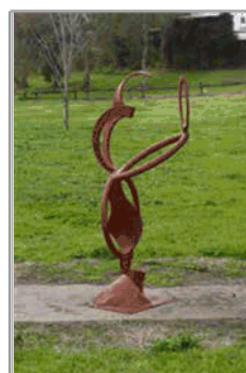
- Creative but cost effective landscape features that are low maintenance but make the zones different and interesting to pass through. Every effort should be made to create landscape features that are interesting and draw people into them such as climbable and playable rockscapes, grassy knolls, and edible plant gardens.

#### 9.5 Public Art / Celebration / Recognition plates

In the 1980s a community project resulted in the installation of a number of modernistic and rustic artistic pieces in what became known as the Sculpture Park. The park is located alongside Barongarook Ck. in between Murray and Chapel St. Over the years some of the pieces have been relocated and many of the remaining pieces have fallen into disrepair.

While community feedback largely supported the removal of the Sculpture Park installations, there was support for quality public artwork installations throughout the parklands. Quality public art installations that reflect local history, character and environment; encourage conversation and diversity of opinion; and included interactive elements were well supported. Further, many saw this as one of a number of key parkland features, if of a high standard, that could draw people to Colac<sup>42</sup>.

"Public art projects will be most effective when they are part of a larger, holistic, multidisciplinary approach to enlivening a city or neighborhood.  
Ref: Collaborative, Creative Placemaking



<sup>42</sup> In addition to a modern regional playspace, wetland / wildlife areas / features, and quality picnic facilities

There is an opportunity over time to strengthen the linear or pathway linkages through the parklands and with the CBD with public art. This will extend activity opportunities available at easy walking distance from the main car park. The area has an existing raised walkway from which installations can be viewed in wet weather. At other times of the year visitors can more closely interact with installations.

The Open Space Strategy and the CBD and Entrances Master Plan recommend public art be incorporated in the CBD and regional parklands. The Open Space Strategy designates that artwork 'must be' incorporated into regional level parklands and 'might be' incorporated into regional level linear corridors such as along the Barongarook Ck. corridor.<sup>43</sup>

## 9.6 Maintenance and Amenity



There is an overwhelming desire by the community for the parklands to be presented to a higher standard than is occurring. This was generally expressed in terms of the standard and style of infrastructure, and the state of disrepair of infrastructure.

In terms of general maintenance project participants were divided as to their opinion on the appropriateness of maintenance standards. Generally speaking, basic maintenance was viewed as fair. However observation and feedback indicates the need for expanded maintenance regimes particularly in relation to pruning / removal of relevant vegetation; and removal of fallen and pruned tree branches.

Maintenance protocols relating to mowing in wet weather, spraying and removal of disused / vandalised infrastructure should be reviewed to ensure practices do not detract from parkland appearance.

The previous master plan recommended that spraying procedures be reviewed in order to minimise the unsightliness of vast areas of poisoned grass / dirt around trees and signs. Similar practices continue throughout the project area. Unfortunately changing management protocols can result if additional budget requirements, however alternative protocols should still be investigated.

The community recognise the significant works that council has undertaken along Barongarook Ck. and appreciate how works have improved the appearance of the parklands and environmental values. Maintenance standards will need to be reviewed to determine how

<sup>43</sup> Colac Otway Open Space Strategy, p51



maintenance can better reflect the regional status of the project area. This will be particularly relevant as environments and facilities are progressively renewed and upgraded.

The master plan recognises the significant costs associated with enhancing or replacing ageing and less attractive infrastructure such as broken and remedial repairs on lake retaining walls as in the vicinity of Ross Point; reinforcement of jetty embankments, old boat ramps and jetties.

In the longer term this will require separate and significant consideration given the change in recent weather events the significant cost involved. In the short term, other measures to enhance associated environments should be considered to improve the appearance of the parklands. These include tree and vegetation plantings, upgrading of park furniture, and enhancing infrastructure that will activate the parklands.



Old concrete mounded inspection pits are a common, and unattractive structure along the Barongarook Ck. parklands. The opportunity to replace these with less intrusive infrastructure, particularly in high profile locations such as the entry to the parklands off Murray St., should be investigated.

## **10. Landscape Concept Plans and Budget Estimates**

### **10.1 Landscape Concept Plan Plates**

Plate 00 – Plan of the Project Zones

Plate 1 – Zone 2: Rifle Butt Rd. to Stodart St. West

Plate 2 – Zone 2: Stodart St. West to Stodart St. East

Plate 3 – Zone 3: Stodart St. East to Armstrong St.

Plate 4 – Zone 4: Armstrong St. to Gellibrand St.

Inset 1 (Plate 4) – Gellibrand St. Car Park

Plate 5 – Zone 5: The Foreshore / Commons

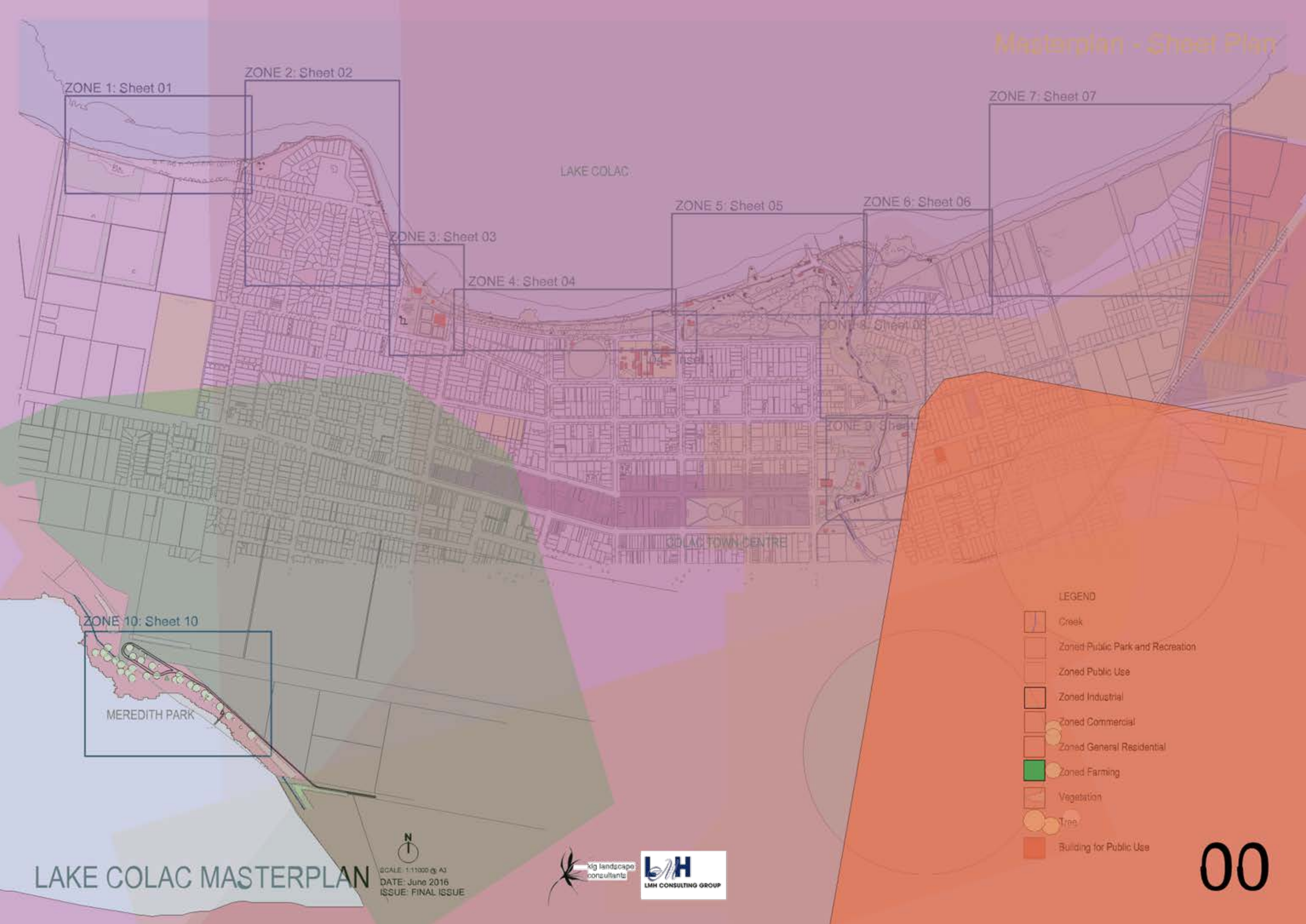
Plate 6 – Zone 6: The Esplanade and Wetlands to Bruce St.

Plate 7 – Zone 7: Bruce St. to Clark St.

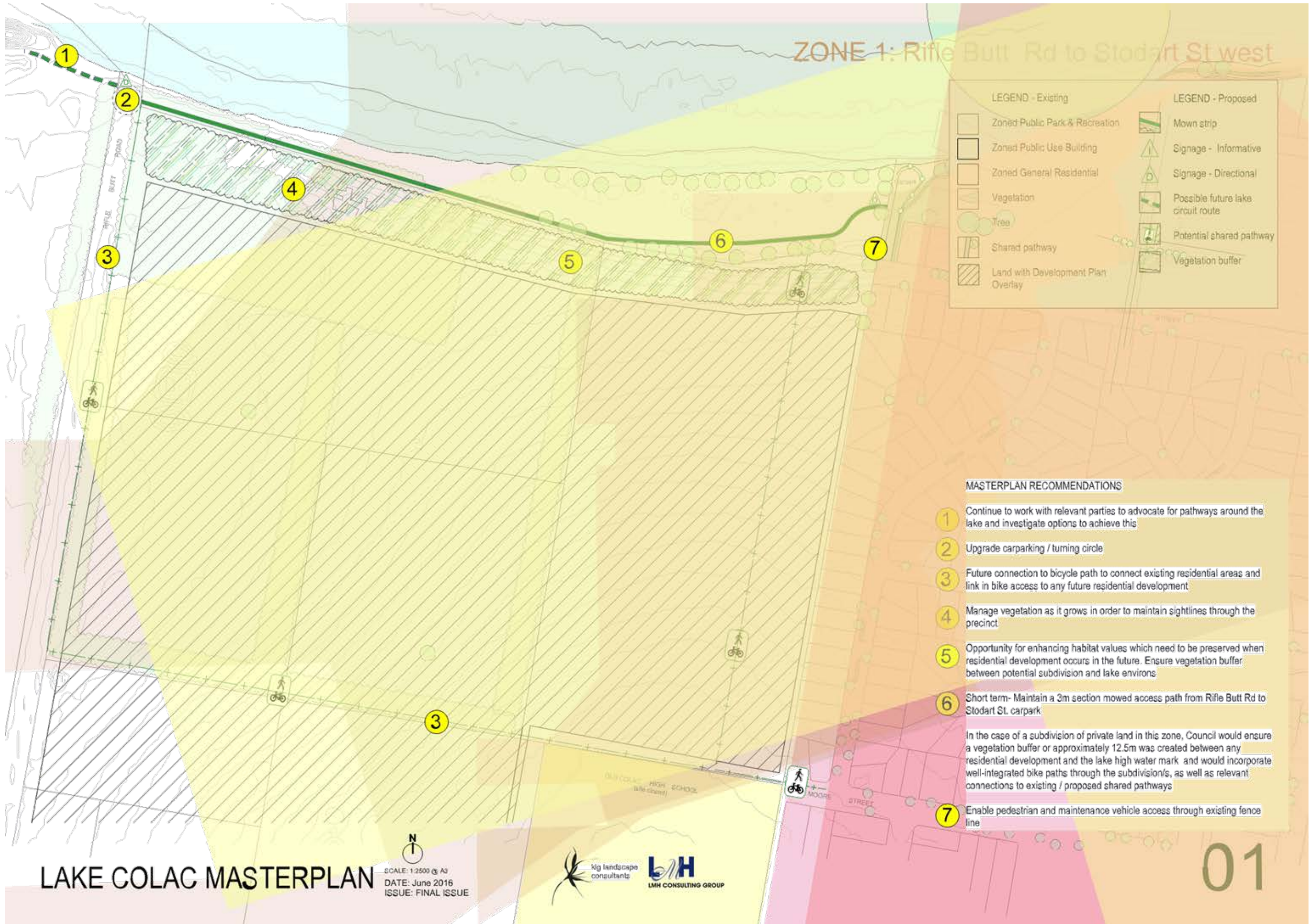
Plate 8 – Zone 8: Lower Barongarook Ck. to Chapel St.

Plate 9 – Zone 9: Chapel St. to Murray St.

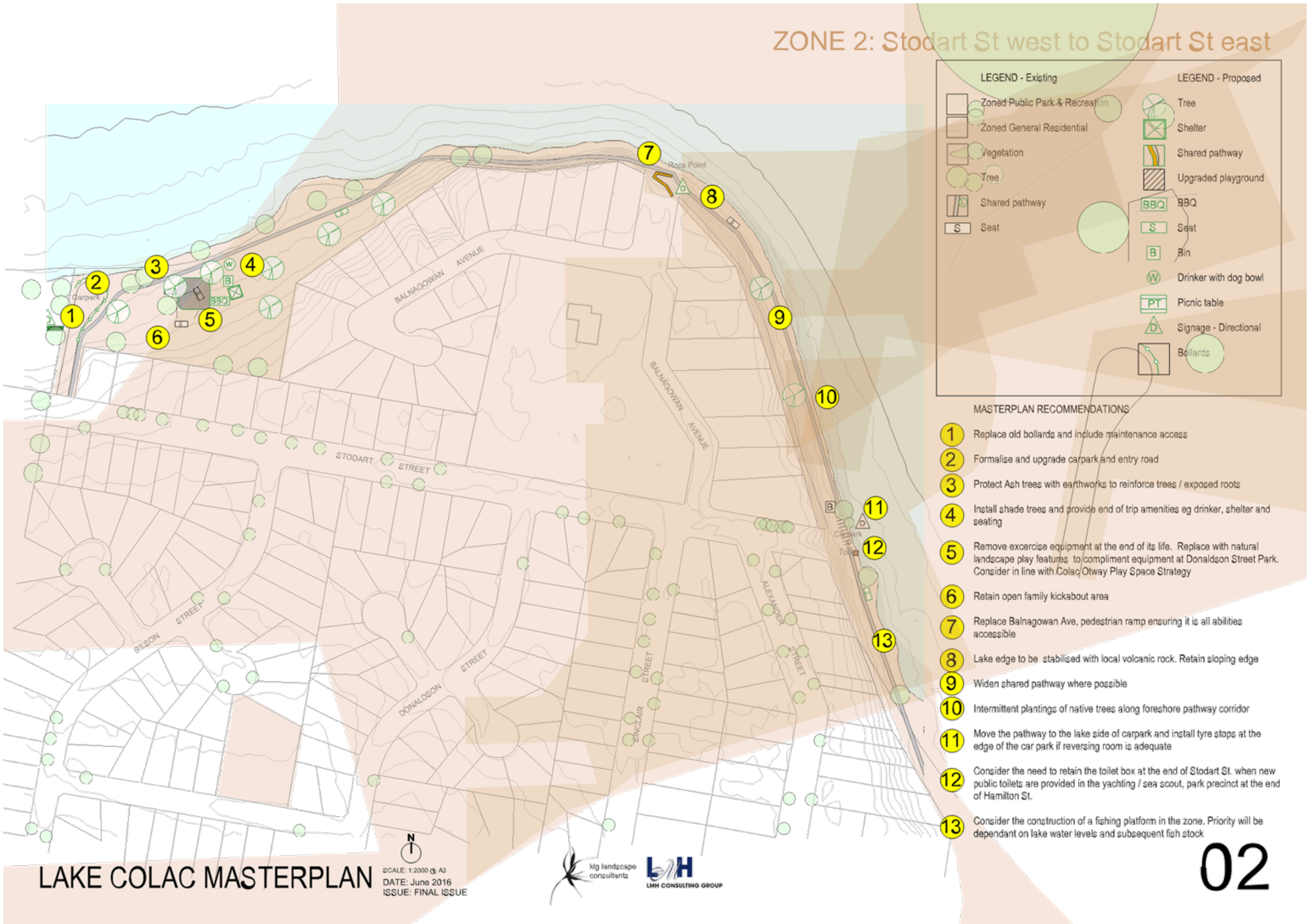
Plate 10 – Zone 10: Meredith Park



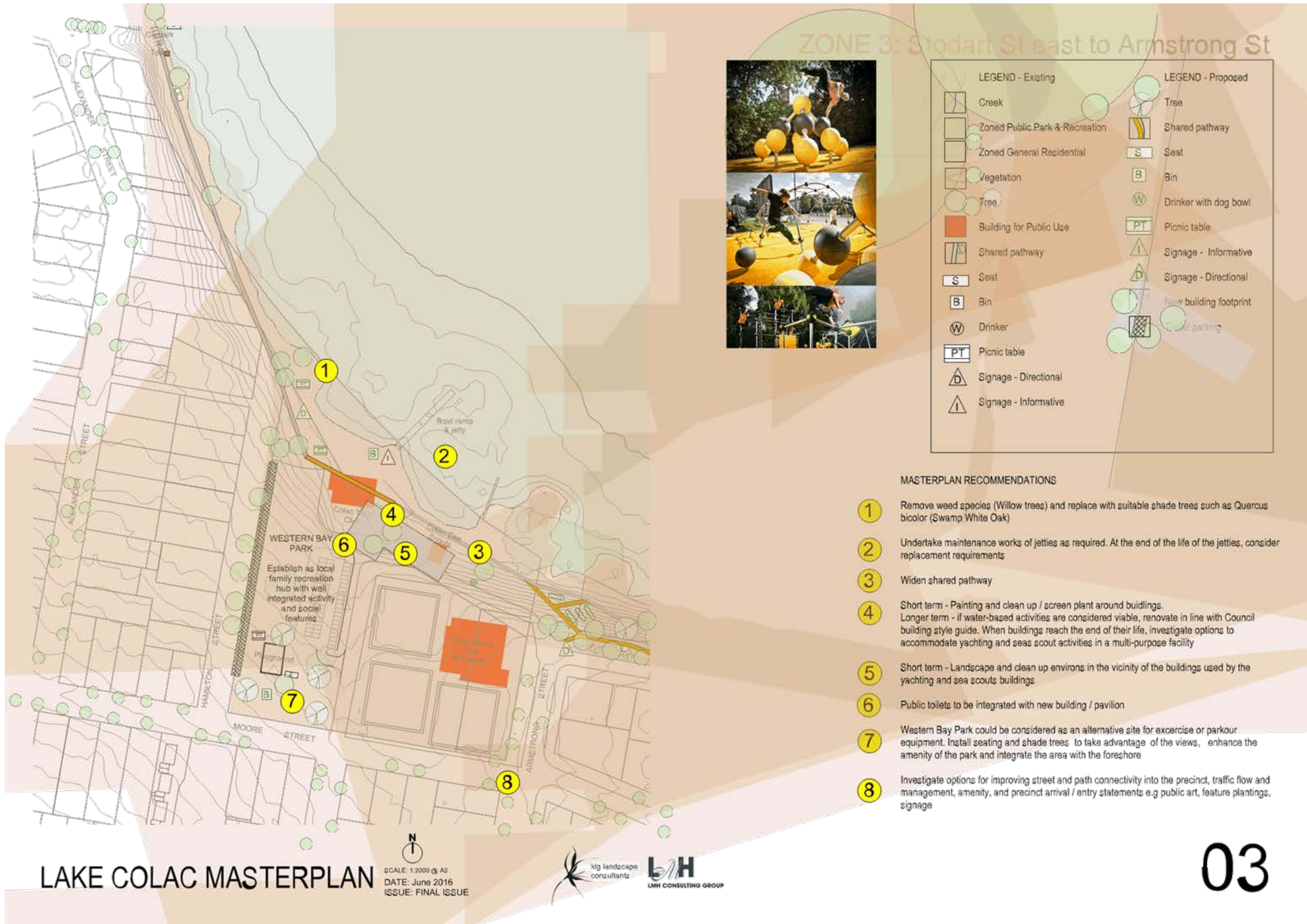




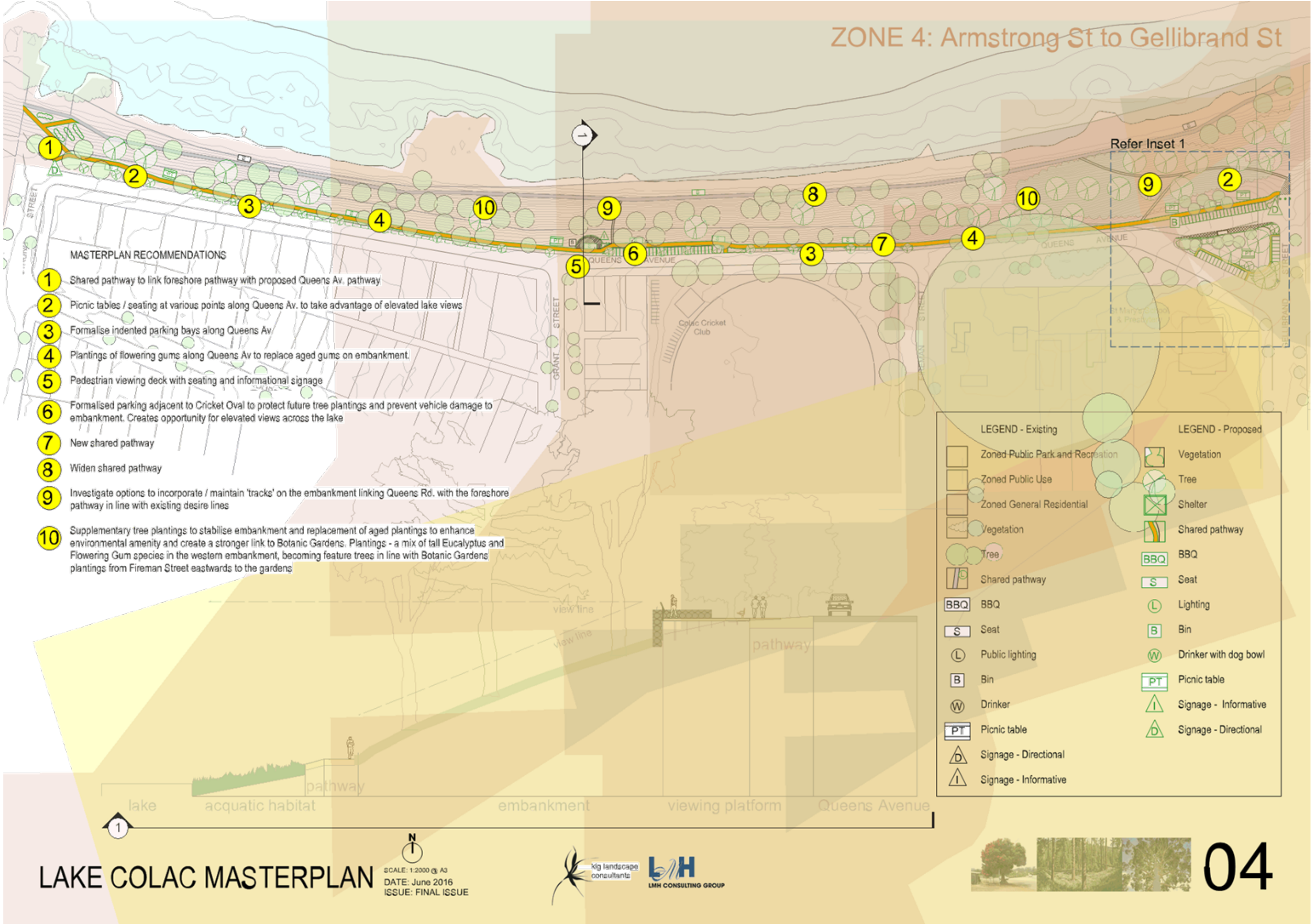




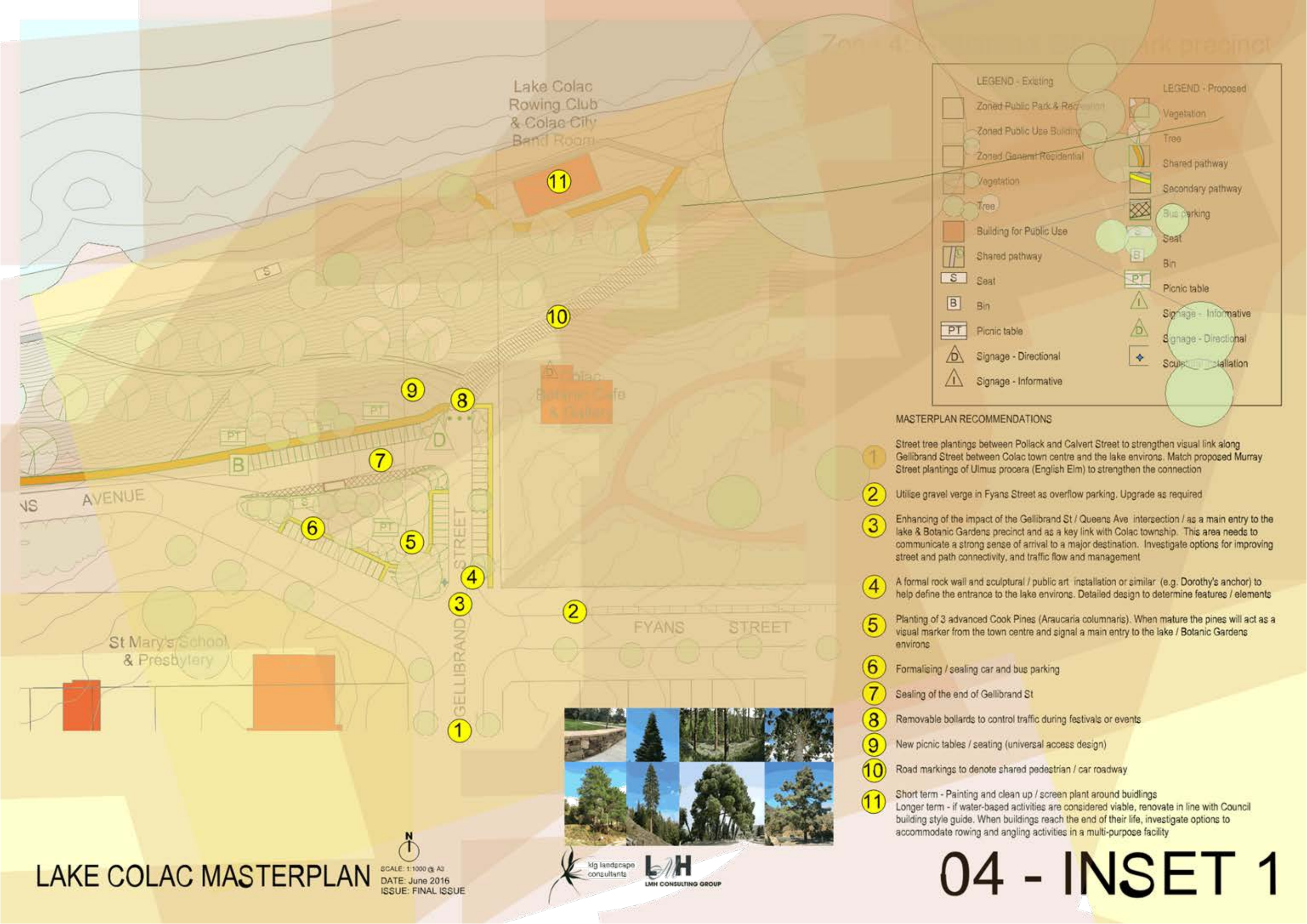






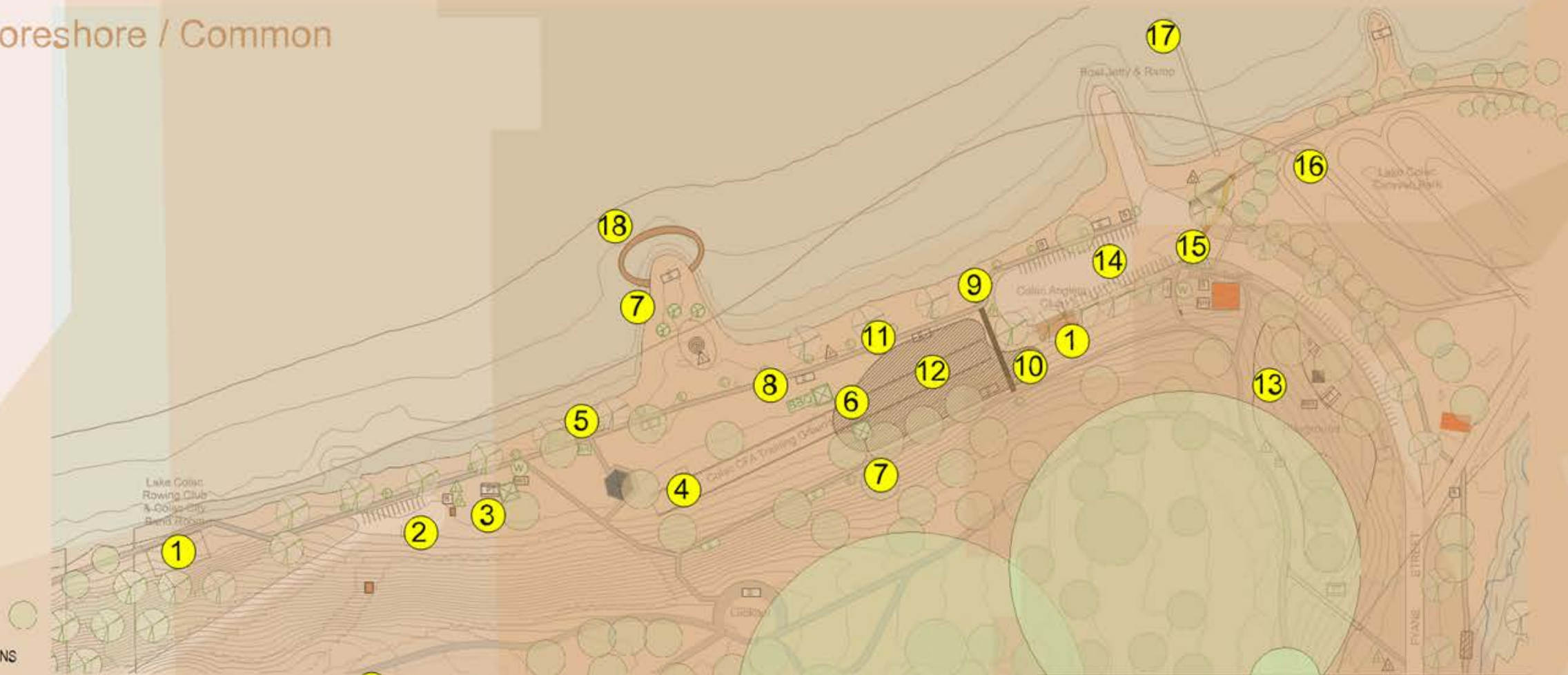








ZONE 5: The Foreshore / Common



MASTERPLAN RECOMMENDATIONS

- 1 Short term - Painting and clean up / screen plant around buildings  
Longer term - if water-based activities are considered viable, renovate in line with Council building style guide. When buildings reach the end of their life, investigate options to accommodate rowing and angling activities in a multi-purpose facility
- 2 Formalise and seal carpark to the west of the common
- 3 Install new shelter and drinker near existing BBQ and picnic table
- 4 Move CFA training track and associated infrastructure. Enhance the integration between the embankment with new gently undulating grassed areas into the foreshore to cater for public events e.g. film nights, markets, fireworks etc.
- 5 Plant feature trees (Pinus Pinea - Italian Stone Pine) along the foreshore to provide shade and enhance environmental amenity
- 6 Install 2 additional shelters with BBQ facilities in the eastern area of the common and integrate with proposed regional play space
- 7 Install feature lighting among trees (foreshore and Botanic Gardens embankment) and in conjunction with circular jetty
- 8 Widen shared pathway
- 9 Install security / safety lighting in the car park and along the foreshore pathways

- 10 Install 3-Phase power throughout precinct to support events
- 11 Interpretive artwork: Consider opportunity to install 'Dorothy's anchor in the precinct
- 12 Investigate options for a fully accessible play space at the eastern end of the common. Design to be sympathetic to the surrounding environments and features. Play elements to consider - Hammock swing; Basket Swing; Sandpit with deck; Climbing nets; Natural play landscaping; Shelters; Sound / sensory elements; Various type undersurfacing; Access pathways; Feature walls / rockery
- 13 Enhance existing play space in line with a 'Children's Garden' theme. Consider plant, rock and water features. If legislative controls prevent the development of a regional playspace on the foreshore then investigate options for upgrading the existing playspace to a sub-regional playspace in line with current day playspace design
- 14 Carpark to be re-sealed. Review line marking to maximum parking capacity and accommodate tandem parking. Consider redesign
- 15 Shared pathway to be re-aligned away from boat ramp
- 16 Investigate options for caravan park site when lease expires to determine whether lease will be renewed. Remove scrubby vegetation along lake edge which obscures the shared pathway at this point. Remove willows and replace with native species
- 17 Replace and relocate fishing jetty next to / near boat ramp
- 18 Circular 'infinity jetty' enabling access to sandy lake foreshore and fishing during high water and enhancing the spit as a celebration of Aboriginal culture

| LEGEND - Existing |                                  | LEGEND - Proposed |                       |
|-------------------|----------------------------------|-------------------|-----------------------|
|                   | Zoned Public Park and Recreation |                   | Vegetation            |
|                   | Vegetation                       |                   | Tree                  |
|                   | Building for Public Use          |                   | Shelter               |
|                   | Shelter                          |                   | Shared pathway        |
|                   | Shared pathway                   |                   | BBQ                   |
|                   | BBQ                              |                   | Seat                  |
|                   | Seat                             |                   | Lighting              |
|                   | Public lighting                  |                   | Bin -                 |
|                   | Bin                              |                   | Drinker with dog bowl |
|                   | Bike rack                        |                   | Picnic table          |
|                   | Drinker                          |                   | Signage - Informative |
|                   | Picnic table                     |                   | Signage - Directional |
|                   | Signage - Directional            |                   | Bike rack             |
|                   | Signage - Informative            |                   |                       |

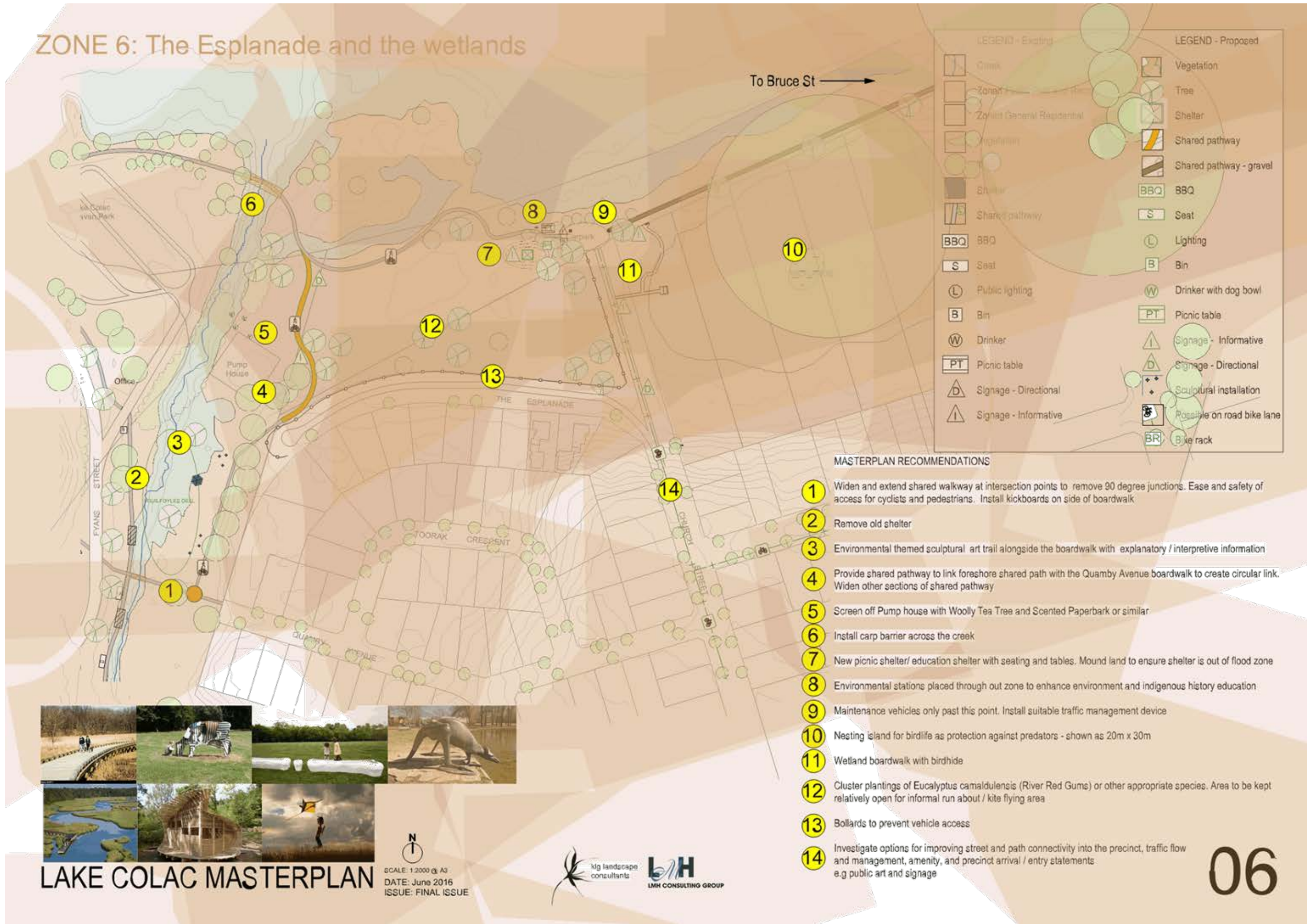
LAKE COLAC MASTERPLAN

SCALE: 1:2000 @ A3  
DATE: June 2016  
ISSUE: FINAL ISSUE

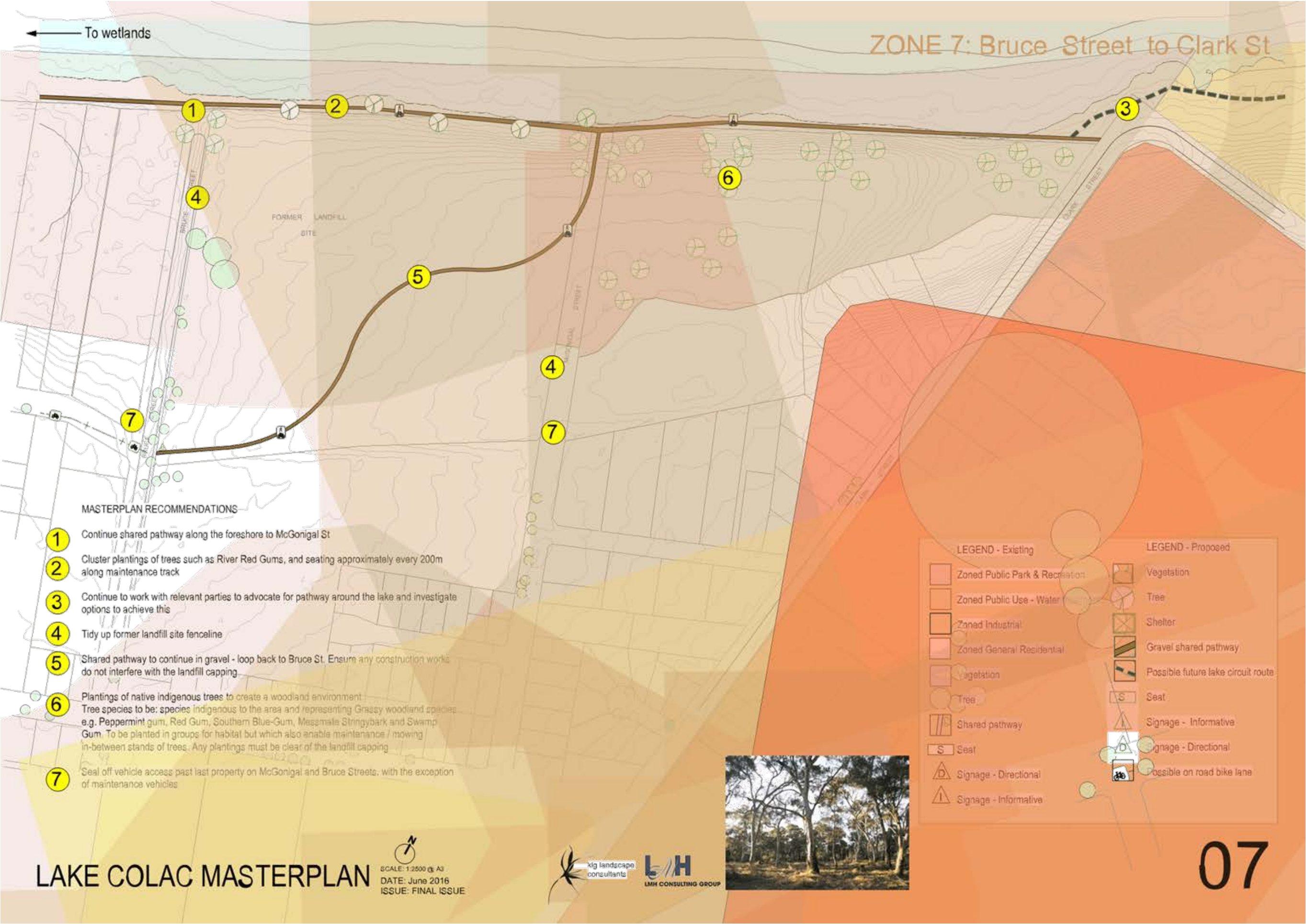


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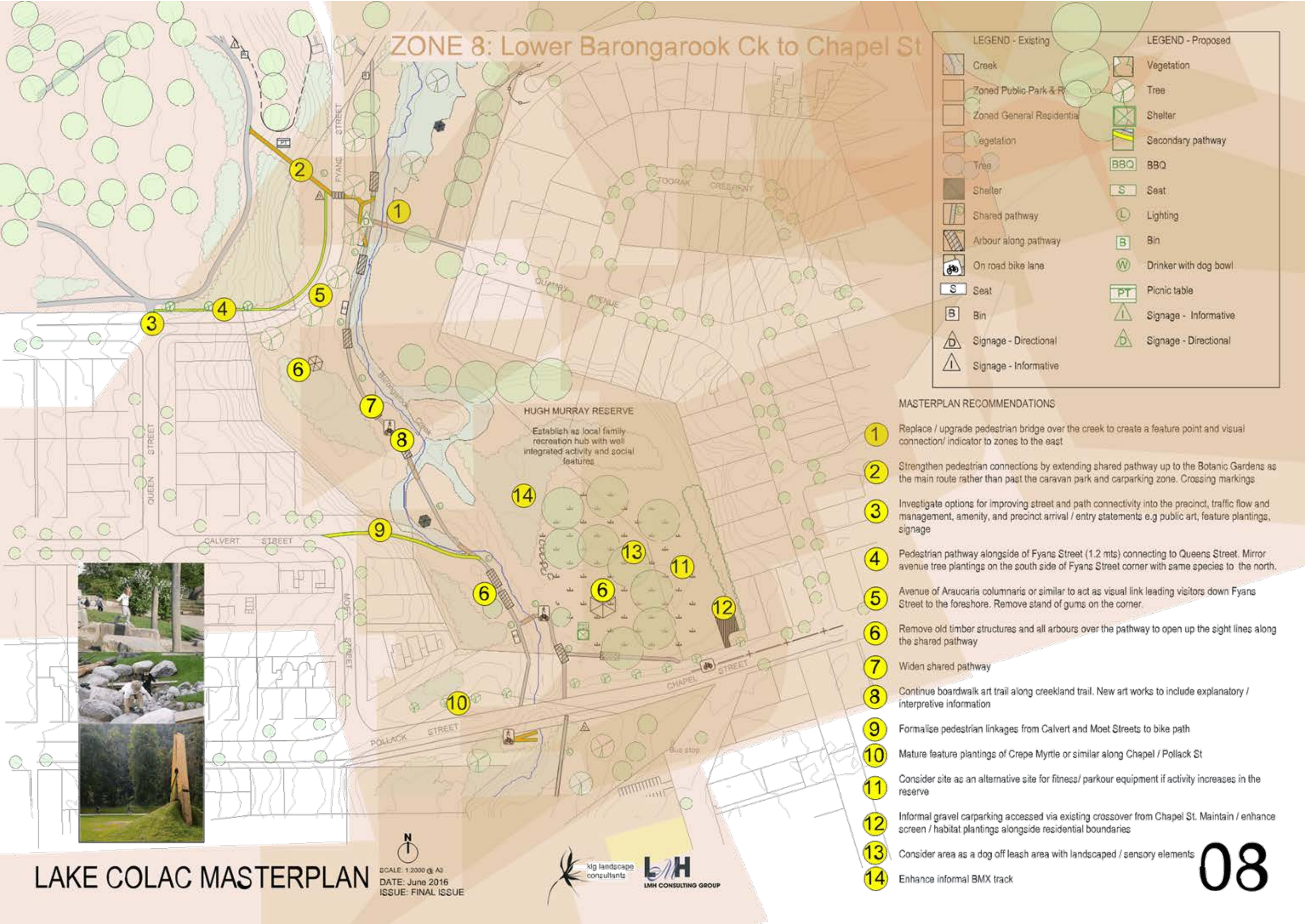




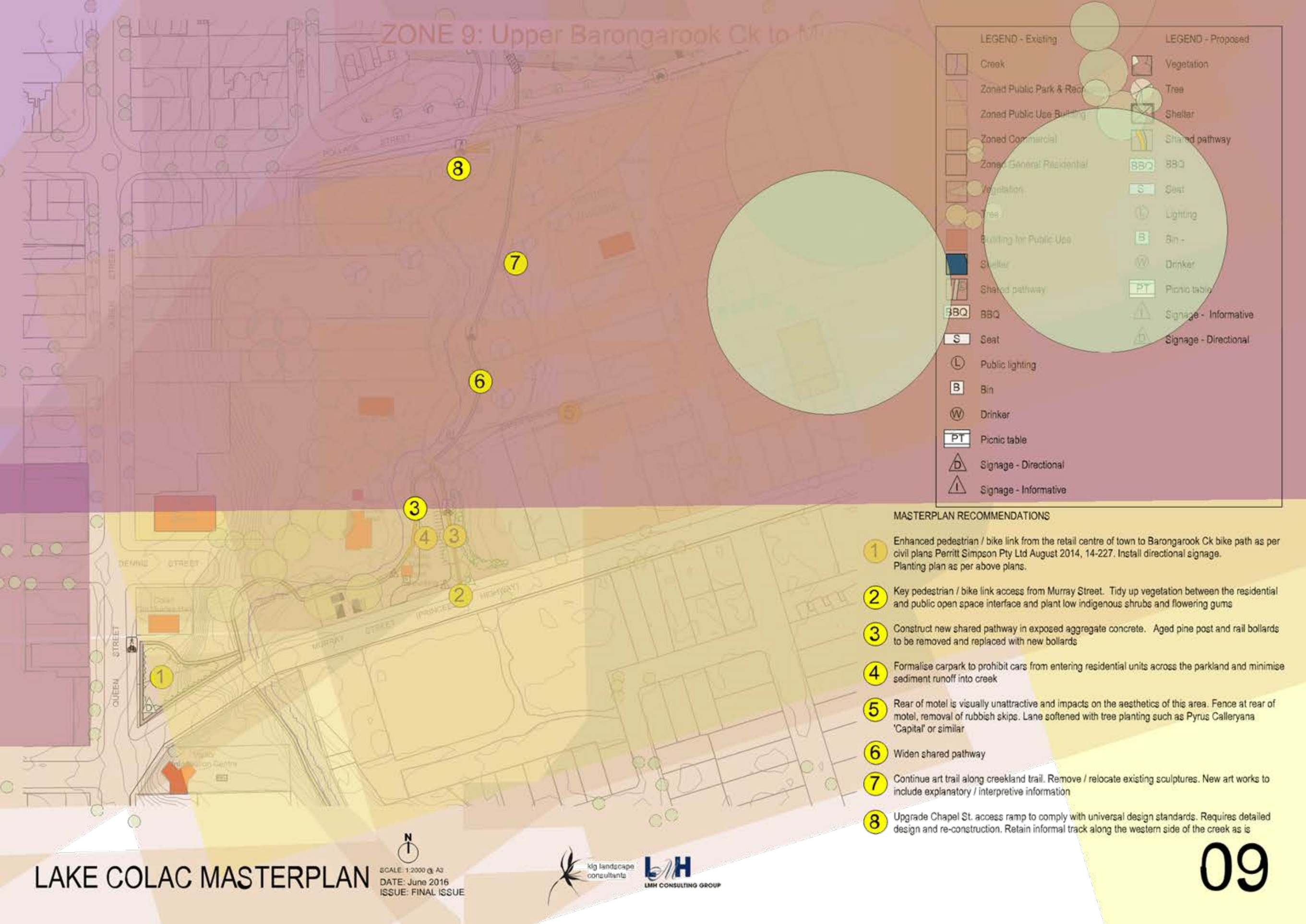




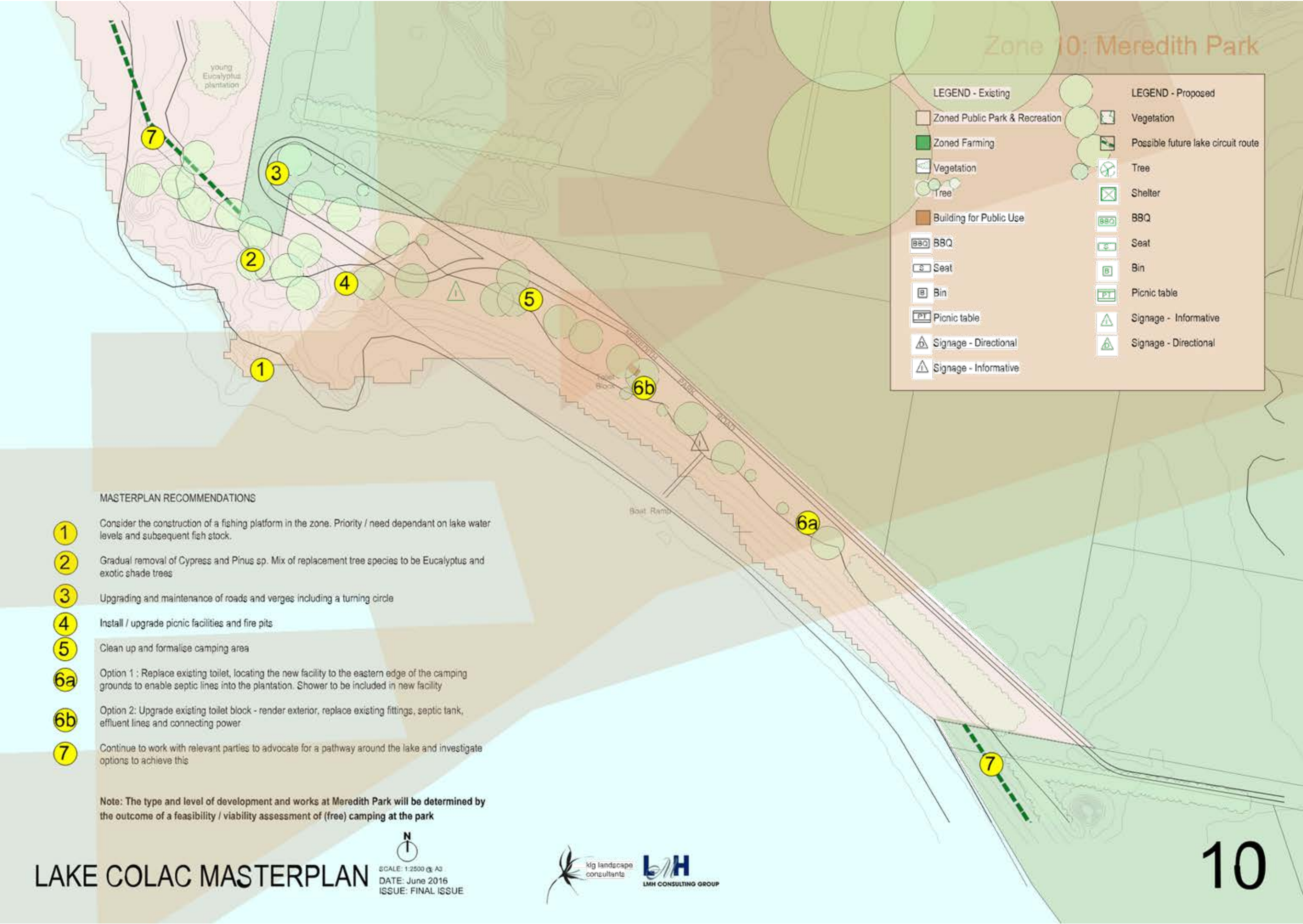












### 10.2 Years 1 to 5 proposed infrastructure works

The estimated budget, required to achieve the actions proposed in the 20-year master plan is \$10,020,623<sup>44</sup>. 65 provides an estimated cost summary for each zone.

| Table 5 – Cost estimates for achieving the 20 year master plan |                                        |                   |                  |                  |
|----------------------------------------------------------------|----------------------------------------|-------------------|------------------|------------------|
| ZONE                                                           | DESCRIPTION                            | TOTAL             | Yr. 1-5          | Yr. 6-10         |
| Zone 1                                                         | Rifle Butt Rd. to Stodart St. West     | 156,300           | 7,500            | 1,800            |
| Zone 2                                                         | Stodart St. West to Stodart St. East   | 476,838           | 135,640          | 124,250          |
| Zone 3                                                         | Stodart St. East to Armstrong St.      | 2,064,928         | 182,360          | 128,460          |
| Zone 4                                                         | Armstrong St. to Gellibrand St.        | 1,285,720         | 788,335          | 394,385          |
| Zone 4 - Inset 1                                               | Gellibrand St. Entry                   | 330,712           | 22,150           | 258,562          |
| Zone 5                                                         | The Foreshore / Commons                | 2,047,770         | 922,338          | 446,832          |
| Zone 6                                                         | The Esplanade and Wetlands to Bruce St | 954,892           | 97,870           | 411,254          |
| Zone 7                                                         | Bruce St. to Clark St.                 | 95,318            | 14,015           | 4,443            |
| Zone 8                                                         | Lower Barongarook Ck. to Chapel St.    | 1,471,085         | 250,050          | 553,775          |
| Zone 9                                                         | Chapel St. to Murray St.               | 893,860           | 124,330          | 440,050          |
| Zone 10                                                        | Meredith Park.                         | 243,200           | 40,800           | 90,000           |
|                                                                | <b>TOTAL</b>                           | <b>10,020,623</b> | <b>2,585,388</b> | <b>2,853,811</b> |

### 10.3 Years 1 to 5 proposed infrastructure works

The estimate for completing works proposed for years 1-5 of the master plan is \$2,585,388<sup>45</sup>. Table 6 provides a summary of works proposed in years 1 to 5 for each zone and associated cost estimates.

| Table 6 – Cost estimates for works proposed for years 1-5 of the master plan                                                                                                                                                                                                                                |                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| PROPOSED WORKS FOR YEARS 1-5                                                                                                                                                                                                                                                                                | ESTIMATED COST   |
| <b>Zone 1: Rifle Butt Rd. to Stodart St. West</b>                                                                                                                                                                                                                                                           | <b>\$7,500</b>   |
| Ensure relevant changes / notations are made to the planning scheme to ensure provision is made for:                                                                                                                                                                                                        |                  |
| <ul style="list-style-type: none"> <li>a recreation, amenity and vegetation / habitat buffers between the high water level and future residential infrastructure e.g. roads and houses. Ensure public access to the lake surrounds are in line with CEPTED / safe design principles<sup>46</sup></li> </ul> |                  |
| appropriate set backs and buffers to accommodate a sealed shared pathway                                                                                                                                                                                                                                    |                  |
| Signage – Distance / direction signage                                                                                                                                                                                                                                                                      |                  |
| <b>Zone 2: Stodart St. West to Stodart St. East</b>                                                                                                                                                                                                                                                         | <b>\$135,640</b> |
| Formalise car park including replacement of old bollards and maintenance access gates                                                                                                                                                                                                                       |                  |
| Construction of an all abilities access ramp at the end of Balnagowan Av.                                                                                                                                                                                                                                   |                  |
| Plant shade trees in the vicinity of new installations at end of Stodart St.                                                                                                                                                                                                                                |                  |
| Reinforcement works to stabilise Ash Trees / prevent further erosion around root system                                                                                                                                                                                                                     |                  |

<sup>44</sup> At 2016 cost estimates. Allowance will need to be made for CPI and other cost increases for future years

<sup>45</sup> At 2016 cost estimates. Allowance will need to be made for CPI and other cost increases for future years

<sup>46</sup> Crime Prevention Through Environmental Design: Safer Design Guidelines for Victoria, Department of Land Water Environment and Planning; Healthy By Design: A Planners' Guide to Environments for Active Living, Victorian Heart Foundation





| <b>Table 6 – Cost estimates for works proposed for years 1-5 of the master plan</b>                                                                                                                                                                                                                                                                                                            |                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>PROPOSED WORKS FOR YEARS 1-5</b>                                                                                                                                                                                                                                                                                                                                                            | <b>ESTIMATED COST</b> |
| Extend foreshore planting                                                                                                                                                                                                                                                                                                                                                                      |                       |
| Risk and needs assessment in relation to the toilet at the end of Balnagowan Av.                                                                                                                                                                                                                                                                                                               |                       |
| Plant Eucalypt species along the foreshore and remove weed species                                                                                                                                                                                                                                                                                                                             |                       |
| Signage – Distance / direction signage                                                                                                                                                                                                                                                                                                                                                         |                       |
| <b>Zone 3: Stodart St. East to Armstrong St.</b>                                                                                                                                                                                                                                                                                                                                               | <b>\$182,630</b>      |
| Install of bins (Sea Scouts / Yachting precinct) and Western Bay Park                                                                                                                                                                                                                                                                                                                          |                       |
| Plant shade trees and seating and drink stations (Western Bay Park)                                                                                                                                                                                                                                                                                                                            |                       |
| Install youth activity precinct equipment e.g. Parkour (Western Bay Park)                                                                                                                                                                                                                                                                                                                      |                       |
| Landscape and clean up environs in the vicinity of the buildings used by the yachting and sea scouts buildings                                                                                                                                                                                                                                                                                 |                       |
| Prepare a business case, for the consolidation of existing buildings when they reach the end of their life. Any new facility will need to accommodate a number of community uses including yachting, angling, sea scout, band, and other community activities as required                                                                                                                      |                       |
| Assess aged / inappropriate trees and plan for replacement                                                                                                                                                                                                                                                                                                                                     |                       |
| Signage – Distance / direction signage, Precinct, Walking circuit, Compliance signage                                                                                                                                                                                                                                                                                                          |                       |
| <b>Zone 4: Armstrong St. to Gellibrand St.</b>                                                                                                                                                                                                                                                                                                                                                 | <b>\$788,335</b>      |
| Shared pathway along Queens Av.                                                                                                                                                                                                                                                                                                                                                                |                       |
| Curb and channel and asphaltting of parking bays to formalise indented parking bays along Queens Av. Including near cricket oval                                                                                                                                                                                                                                                               |                       |
| Picnic tables / seating at various points along Queens Av.                                                                                                                                                                                                                                                                                                                                     |                       |
| Supplementary tree plantings to stabilise embankment and enhance environmental amenity and create a stronger link to Botanic Garden                                                                                                                                                                                                                                                            |                       |
| Signage – Distance / direction signage                                                                                                                                                                                                                                                                                                                                                         |                       |
| <b>Zone 4: Inset 1 - Gellibrand St. Entry (and car park)</b>                                                                                                                                                                                                                                                                                                                                   | <b>\$22,150</b>       |
| Landscape / ground works to address compaction of tree roots and mulching (triangle) and planting of 3 advanced feature trees                                                                                                                                                                                                                                                                  |                       |
| Seating                                                                                                                                                                                                                                                                                                                                                                                        |                       |
| Ongoing / selective removal of trees / vegetation on the embankment as it reaches end of practical life                                                                                                                                                                                                                                                                                        |                       |
| Signage – Distance / direction, Precinct, Walking circuit signage                                                                                                                                                                                                                                                                                                                              |                       |
| <b>Zone 5: The Foreshore / Commons</b>                                                                                                                                                                                                                                                                                                                                                         | <b>\$934,338</b>      |
| Formalise and seal car park to the west of the common                                                                                                                                                                                                                                                                                                                                          |                       |
| Create gently undulating grassed area on the common to integrate with Botanic gardens embankment and plant feature trees                                                                                                                                                                                                                                                                       |                       |
| Additional seating, picnic tables, and BBQs etc.                                                                                                                                                                                                                                                                                                                                               |                       |
| Seating in bandstand shelter                                                                                                                                                                                                                                                                                                                                                                   |                       |
| Investigate options for a fully accessible play space at the eastern end of the common. Design to be sympathetic to the surrounding environments and features. Play elements to consider - Hammock swing; Basket Swing; Sandpit with deck; Climbing nets; Natural play landscaping; Shelters; Sound / sensory elements; Various type under surfacing; Access pathways; Feature walls / rockery |                       |
| Enhance existing play space in line with a 'Children's Garden' theme                                                                                                                                                                                                                                                                                                                           |                       |
| Install security / safety lighting in the car park and along the foreshore pathway                                                                                                                                                                                                                                                                                                             |                       |
| Signage – Distance / direction signage; Precinct; Walking circuit signage                                                                                                                                                                                                                                                                                                                      |                       |
| <b>Zone 6: The Esplanade and Wetlands to Bruce St.</b>                                                                                                                                                                                                                                                                                                                                         | <b>\$97,870</b>       |
| Environmental themed public art sculptural features alongside the boardwalk ('The dell')                                                                                                                                                                                                                                                                                                       |                       |
| Upgrade to the boardwalk                                                                                                                                                                                                                                                                                                                                                                       |                       |
| Seating                                                                                                                                                                                                                                                                                                                                                                                        |                       |



| <b>Table 6 – Cost estimates for works proposed for years 1-5 of the master plan</b>                                        |                       |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>PROPOSED WORKS FOR YEARS 1-5</b>                                                                                        | <b>ESTIMATED COST</b> |
| Cluster plantings of mature River Red Gums or similar throughout Esplanade Park                                            |                       |
| Signage – Distance / direction, Precinct; Walking circuit, Compliance signage                                              |                       |
| <b>Zone 7: Bruce St. to Clark St.</b>                                                                                      |                       |
| Seal off vehicle access immediately past last property in McGonigal, Bruce Sts.                                            | <b>\$14,015</b>       |
| Cluster plantings of River Red Gums or similar every 50 mts alongside landfill / maintenance track                         |                       |
| Signage – Distance / direction, Walking circuit signage, signage                                                           |                       |
| <b>Zone 8: Lower Barongarook Ck. to Chapel Street Bridge</b>                                                               | <b>\$250,050</b>      |
| Remove aged timber structures including the 'Woolshed, timber arbours and derelict arbours                                 |                       |
| Remove 7 aged steel arbours in line with 'Safe Design Guidelines' <sup>47</sup>                                            |                       |
| Mature tree planting along Fyans St., and Chapel St.                                                                       |                       |
| Habitat and screen plantings (adjoining properties)                                                                        |                       |
| Replace 1 bridge over Barongarook Ck.                                                                                      |                       |
| Seating                                                                                                                    |                       |
| Install carp barrier in creek                                                                                              |                       |
| Signage – Distance / direction, Precinct signage                                                                           |                       |
| <b>Zone 9: Upper Barongarook Ck. from Chapel St. to Murray St. Bridge</b>                                                  | <b>\$124,330</b>      |
| Maintenance of existing stands of trees to the south of Chapel Street (west side of Barongarook Ck.                        |                       |
| Continue exposed aggregate concrete pathway from toilet block to existing creek path                                       |                       |
| Vegetation / general tidying – rear of motel, and pathway to the east of the toilet block and bollards                     |                       |
| Relocation or removal of sculptures                                                                                        |                       |
| Environmental themed public art sculptural features alongside the shared pathway (as part of ongoing installation program) |                       |
| Mature tree planting in parklands to the east of Barongarook Ck.                                                           |                       |
| Signage – Distance / direction signage; Precinct signage                                                                   |                       |
| <b>Zone 10: Meredith Park Foreshore</b>                                                                                    | <b>\$40,800</b>       |
| Complete a feasibility / viability assessment of (free) camping at Meredith Par                                            |                       |
| Clear rubbish, old / unkempt vegetation and fill depressions                                                               |                       |
| Signage – Distance / direction, Precinct, Compliance signage                                                               |                       |

#### 10.4 Action Plan to Address General Project Findings

The following recommendations are in addition to the infrastructure works proposed and costed in the proposed Action Plan for each of the project zones. They are also listed in the Action Plans.

- Commence discussions and planning for a new all abilities play space in the Foreshore Zone  
 Stakeholders: Friends of the Botanic Gardens, Heritage Victoria, Parents / families; Young people  
 Timeframe: Year 1  
 Resources required: Within operational budget  
 Lead Department: Arts and Leisure
- Develop a consistent style guide so that new park buildings, structures, signage, and furniture:
  - is modern, interesting and includes creative design / feature elements is applied consistently throughout the project area

<sup>47</sup> Crime Prevention Through Environmental Design; Safer Design Guidelines for Victoria, Department of Land Water Environment and Planning; Healthy By Design: A Planners' Guide to Environments for Active Living, Victorian Heart Foundation



- 
- is cost effective in terms of whole of life costs
  - can be refined where required to optimise integration with the environmental, social, and cultural settings.
- Stakeholders: Council; General community
- Timeframe: Year 1
- Resources required: \$35,000
- Lead Department: Assets and Property Services
3. Review maintenance provision for the project area to ensure:
- protocols respond to council's best practice objectives (i.e. weed / grass spraying, wet weather mowing, and other as identified)
  - service levels (e.g. vegetation clearing / pruning and removal) are in line with council guidelines for regional level parklands
  - damaged infrastructure is removed or repaired within agreed timeframes.
- Stakeholders: Council; General community; Arts community
- Timeframe: Year 1 and ongoing
- Resources required: To be identified as part of the review
- Lead Department: Services and Operations
4. Develop a framework that will guide the funding and procurement of public art for the project area and how art installations will be maintained and renewed.
- Stakeholders: Council; General community; Arts community
- Timeframe: Year 2
- Resources required: Within operational budget
- Lead Department: Arts and Leisure
5. Design a suite of landmark installations that denote the Lake Colac foreshore and parkland precinct and gradually install over time.
- Stakeholders: Council; Public Art / Town Entry Artwork designers; General community
- Timeframe: Year 2
- Estimated budget: \$40,000
- Lead Department: Assets and Property Services
6. Undertake a feasibility study to determine the future of free camping at Meredith Park.
- Stakeholders: Council; Regional councils; General community; DELWP
- Timeframe: Year 2
- Estimated budget: Within operational budget
- Lead Department: Economic development and Events
7. Investigate opportunities to replace the old inspection pits along the Barongarook Ck.
- Stakeholders: Council; CMA
- Timeframe: Year 3
- Estimated budget: Within operational budget
- Lead Department: Assets and Property Services
8. Prepare a an infrastructure and detailed landscape plan for the yachting and sea scouts precinct once the future use of the zone has been determined.
- Stakeholders: Council; General community; Community groups; Local residents
- Timeframe: Year 5+
- Estimated budget: Within operational budget
- Lead Department/s: Arts and Leisure Services / Assets and Property Services / Community Services
-





- 
9. Continue to liaise with relevant land management agencies to identify opportunities to address issues associated with the Lake Colac water body and associated environs.

Stakeholders: Council; State government; CMAs; Landowners; Lake Colac Coordinating Committee

Timeframe: Ongoing

Estimated budget: Within operational budget

Lead Department/s: Environment and Safety / Arts and Leisure

10. Continue to liaise with relevant land management agencies to identify opportunities to identify issues and opportunities associated with creating a pathway around Lake Colac.

Stakeholders: Council; state government; Landowners; Lake Colac Coordinating Committee

Timeframe: Ongoing

Estimated budget: Within operational budget

Lead Department/s: Environment and Safety / Arts and Leisure

11. Materials and Landscape Concepts Guide

11.1 Materials and structures













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11.2 Pathways & Lighting





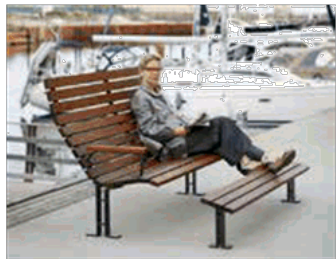
11.3 Signage







11.4 Park furniture







11.5 Public Art / Celebration / Recognition / Memorial plates







11.6 Examples of Parkland Entry Features







11.7 Examples of Play Space Elements











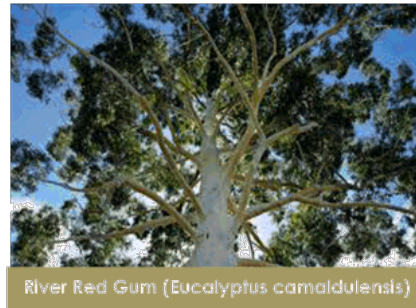
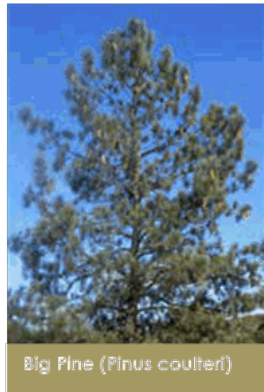
11.8 Playable Landscape Features







## 11.9 Feature Tree Examples



## **12. Implementing and Reviewing the Master Plan**

### **12.1 How Were Priorities Determined?**

Actions that best address the following criteria will be considered for priority works. Criteria that determine priorities may differ from one zone to another depending on the objectives for the zone and the way in which an action helps achieve these. Priorities will generally be determined by actions that:

- Activate spaces – with a priority on the Foreshore Zone and zones extending from it
- Respond to verified demand
- Address risk management issues
- Address 'Universal Design'
- Enhance / update existing amenities
- Achieve the greatest benefit for the expenditure
- Enhance opportunities for physical activity
- Address changing recreation and social trends
- Enhance natural environments
- Create efficiencies in procedures and operations.

### **12.2 Implementing and Reviewing the Master Plan**

The timing of various tasks outlined in the master plan may vary depending on:

- the capacity of the community to raise local funds
- the availability of state and federal government grants
- the availability of council grants and other competing council budget items and
- changing community priorities and needs

The cost items in the master plan are estimates only. Final costs will be subject to the final scope of works approved / agreed and detailed design findings. They will also vary depending on fluctuations in the price in materials, labour, and in-kind support; and environmental conditions identified as part of detailed design process.

The Lake Colac Foreshore Master Plan will be reviewed every two years to identify any actions that have not been implemented in line with proposed timelines.

These actions will be reviewed to ensure they are still consistent with community and council priorities and aspirations. Any issues that may have prevented these actions from being implemented will be identified and addressed.

A major review of the Lake Colac Foreshore Master Plan will be undertaken in 10 years.



### **13. Appendix 1 - Reference documents / information**

#### **Lake Colac / Climate Change**

- CSIRO and BoM 2014. Climate change in Australia, Technical report. ([www.climatechangeinaustralia.gov.au/resources.php](http://www.climatechangeinaustralia.gov.au/resources.php))
- CSIRO and Bureau of Meteorology, Climate Change in Australia website, cited 1 March 2016 (<http://www.climatechangeinaustralia.gov.au/>)
- Department of Environment, Land, Water & Planning, 2015 Climate-Ready Victoria: Barwon South West. The State of Victoria Department of Environment, Land, Water & Planning.
- Grose, M et al., 2015, Southern Slopes Cluster Report, Climate Change in Australia Projections for Australia's Natural Resource Management Regions: Cluster Reports, eds. Ekström, M et al., CSIRO and Bureau of Meteorology, Australia
- Leahy, P et al., 2010, lakes in the Western District of Victoria and Climate Change, EPA Publication 1359 – Scientific Report, EPA, Australia

#### **Council Documents**

- Council Plan 2013-17
- Colac Botanic Gardens Master Plan Review, 2012
- Lake Colac Management Plan, MacroPlan Australia, 2002
- Colac Otway Open Space Strategy
- Colac Otway Physical Activity Strategy, 2014 - 2017
- Colac Structure Plan, 2007
- Consultation on Lake Colac Family Recreation Area, 2008
- Lake Colac Commercial Development: Opportunity profile, Cost-Benefit Analysis & Economic Impact Assessment
- Colac Otway Access, Equity, and Inclusion Plan
- Colac Otway Shire The 50+ Plan 2015-2025 (Phase 1: 2015-2017)
- Lake Colac and Barongarook Creek Revegetation and Weed Control Plan
- Apollo Bay Strategic Footpath Network Plan
- Colac Otway Active Transport Strategy
- Colac CBD and Entrances Master Plan





Old Beechy Rail Trail Committee Meeting

Meeting Venue: Meeting Room 2, COPACC

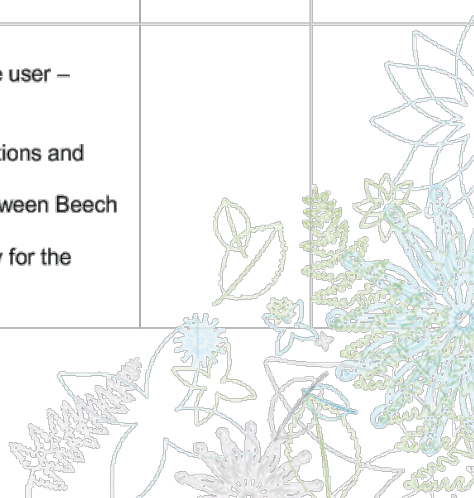
4 April, 2016

Time: 10.00am to 12.30pm

# MINUTES

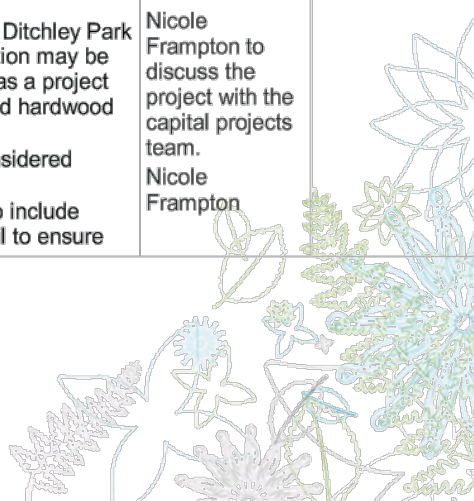
|    | ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RESPONSIBLE OFFICER                                                                                      | ACTION DUE DATE |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------|
| 1. | <b>ATTENDEES</b><br>Cr Chris Smith (Chair), Noel Barry, Anthony Zappelli, Cyril Marriner, Bernard Jordan (Bushwalking Victoria), Cyril Marriner, Tricia Jukes, Tony Grogan, Rob Bendon (DELWP), Nicole Frampton – Recreation and Open Space Co-ordinator (COS - minutes)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                          |                 |
| 2. | <b>APOLOGIES</b><br>None.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                          |                 |
| 3. | <b>CONFIRMATION OF MINUTES FROM PREVIOUS MEETING – 1 February 2016</b><br><b>Corrections - None</b><br><br><b>Moved – Noel Barry</b><br><b>Seconded – Anthony Zappelli</b><br><b>Carried</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                          |                 |
| 4. | <b>BUSINESS ARISING FROM PREVIOUS MINUTES:</b> <ul style="list-style-type: none"> <li>Rail Trail Badges. Use of Council's badge machine. Cost?</li> <li>OBRT water bottles – how many? Different style this year.</li> <li>Arrange signage for reporting defects along the OBRT</li> <li>Improvements to steep sections (at the dismount bicycle signs) of the trail between Dinmont and Ditchley</li> <li>Treasurer appointment – Tricia accepted the Treasurer's position</li> <li>Community Funding Program 2016/17 – Golden Gumboot and other possible project ideas</li> <li>Set date for trail inspections – Committee members to inspect the trail on Monday 11 April – depart Colac 9.45am, meet at COPACC foyer. RSVP Nicole if you will NOT be attending.</li> </ul> | Tricia/Noel<br>Nicole/Vicki<br>Nicole<br>Nicole<br><br>Committee discussion<br><br>Chairperson/committee |                 |
| 5. | <b>CORRESPONDENCE - IN</b> <ul style="list-style-type: none"> <li>February – Email from a trail user – issues for a first time user – signage concerns &amp; maintenance</li> <li>February – various emails re trail closures and diversions</li> <li>February – Email from Otway E Bikes – update on operations and safety concerns</li> <li>February – Email re maintenance/risk issue identified between Beech Forest &amp; Ferguson</li> <li>February – Email local resident – process of how to apply for the vacant Beech Forest representative position</li> <li>February – Email clarifying horse riders using the trail</li> </ul>                                                                                                                                    |                                                                                                          |                 |

OBRT Meeting – 4/04/2016



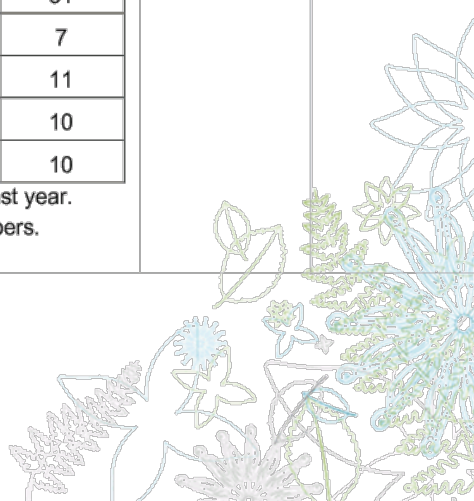
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OBRT Meeting – 4/04/2016





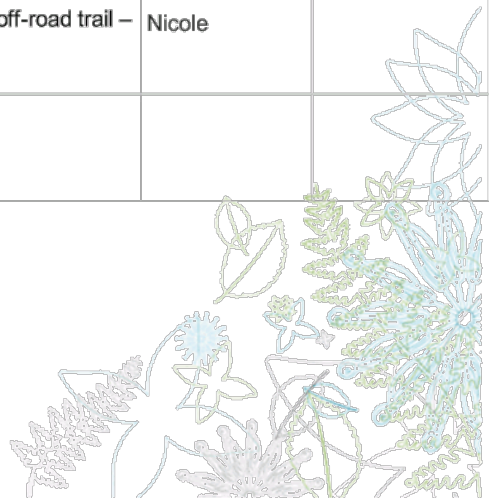
|                       | <p>annual inspections are carried out.</p> <ul style="list-style-type: none"><li>• Lovat Station – Council’s Project Delivery Officer will meet with Noel Barry following today’s meeting to discuss the construction and installation requirements for the Lovat Station.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | COS Project Delivery Officer |            |           |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------|-----------|------------|----------|-------|------|-----|----|----|-----------------------|------|-----|----|---|---------------|-------|------|----|----|--------------|-------|-----|----|----|------------|------|------|----|----|---------------|-------|------|----|----|--------------|------|-----|----|---|-----------|------|-----|----|----|----------|------|-----|----|----|------------|-------|-----|----|----|-----------------|--|
| 8.                    | <p><b>FRIENDS REPORT</b></p> <ul style="list-style-type: none"><li>• Plaques installed on seats.</li><li>• Seat at Devitt Bros siding – signage installed to indicate location.</li><li>• Gellibrand’s Rex Norman Park Master Plan – the request for a flag pole is not listed in the draft master plan. <i>(Next meeting – OBRT committee to discuss draft master plan and make a formal submission).</i></li><li>• When updating the next brochure – there is a second overhead bridge – Noel has found photo – map has been developed (Banool/Wimba).</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Noel Barry                   |            |           |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| 9.                    | <p><b>TREASURERS REPORT</b></p> <ul style="list-style-type: none"><li>• No financial change since February Report. Treasurer’s Report submitted. Closing balance shows \$4,983.61.</li></ul> <p><b>Motion</b> – That the Committee receive and accept the financial report.<br/><b>Moved</b> – Anthony Zappelli<br/>Seconded – Noel Barry<br/>Carried by all.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Tricia Jukes                 |            |           |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| 10.                   | <p><b>EXECUTIVE OFFICER REPORT</b></p> <p><u><b>Pedestrian Counters</b></u></p> <table><tr><th></th><th>Reading</th><th>Ped Count</th><th>No of Days</th><th>Peds/day</th></tr><tr><td>Colac</td><td>4016</td><td>666</td><td>67</td><td>10</td></tr><tr><td>Coram (Forest St Sth)</td><td>6289</td><td>594</td><td>67</td><td>9</td></tr><tr><td>Maggio’s Road</td><td>26444</td><td>1102</td><td>67</td><td>16</td></tr><tr><td>Maxwell Road</td><td>35878</td><td>874</td><td>67</td><td>13</td></tr><tr><td>Fry’s Road</td><td>3445</td><td>1227</td><td>69</td><td>18</td></tr><tr><td>Larson’s Gate</td><td>34055</td><td>2135</td><td>69</td><td>31</td></tr><tr><td>Beech Forest</td><td>1871</td><td>427</td><td>57</td><td>7</td></tr><tr><td>Fairyland</td><td>2116</td><td>600</td><td>57</td><td>11</td></tr><tr><td>Ditchley</td><td>7141</td><td>574</td><td>57</td><td>10</td></tr><tr><td>Zappelli’s</td><td>29920</td><td>598</td><td>57</td><td>10</td></tr></table> <ul style="list-style-type: none"><li>• Pedestrian/day numbers are consistent with the same time last year.</li><li>• Thank you to the committee members for collecting the numbers.</li></ul> |                              | Reading    | Ped Count | No of Days | Peds/day | Colac | 4016 | 666 | 67 | 10 | Coram (Forest St Sth) | 6289 | 594 | 67 | 9 | Maggio’s Road | 26444 | 1102 | 67 | 16 | Maxwell Road | 35878 | 874 | 67 | 13 | Fry’s Road | 3445 | 1227 | 69 | 18 | Larson’s Gate | 34055 | 2135 | 69 | 31 | Beech Forest | 1871 | 427 | 57 | 7 | Fairyland | 2116 | 600 | 57 | 11 | Ditchley | 7141 | 574 | 57 | 10 | Zappelli’s | 29920 | 598 | 57 | 10 | Nicole Frampton |  |
|                       | Reading                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Ped Count                    | No of Days | Peds/day  |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Colac                 | 4016                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 666                          | 67         | 10        |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Coram (Forest St Sth) | 6289                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 594                          | 67         | 9         |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Maggio’s Road         | 26444                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1102                         | 67         | 16        |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Maxwell Road          | 35878                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 874                          | 67         | 13        |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Fry’s Road            | 3445                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1227                         | 69         | 18        |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Larson’s Gate         | 34055                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2135                         | 69         | 31        |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Beech Forest          | 1871                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 427                          | 57         | 7         |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Fairyland             | 2116                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 600                          | 57         | 11        |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Ditchley              | 7141                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 574                          | 57         | 10        |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |
| Zappelli’s            | 29920                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 598                          | 57         | 10        |            |          |       |      |     |    |    |                       |      |     |    |   |               |       |      |    |    |              |       |     |    |    |            |      |      |    |    |               |       |      |    |    |              |      |     |    |   |           |      |     |    |    |          |      |     |    |    |            |       |     |    |    |                 |  |





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|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--|
| 11. | <p><b>GENERAL BUSINESS</b></p> <ul style="list-style-type: none"> <li>Nominations for committee members for the Old Beechy Rail Trail Committee <ul style="list-style-type: none"> <li>Committee discussed the process for committee nominations to be undertaken.</li> <li>Develop an independent selection committee to assess community representatives (selection panel to include chairperson, council representative, appointed committee representatives, DELWP and possibly one other independent person).</li> <li>Advertisement prior to next meeting calling for nominations.</li> <li>Send letters to the progress associations and member organisations to nominate their representative for the OBRT Committee.</li> </ul> </li> <li>Horses – There is a section of the trail where horses are permitted to use the trail – from 103 mile post to Birnam Station. For the remainder of the OBRT horses are not allowed due to the land owner agreements in place.</li> <li>Train – A few tours planned in the future (5-6 tours).</li> <li>Current OBRT Brochures – how many are left? Check the cost to print per brochure (50c). <ul style="list-style-type: none"> <li>Committee to submit an application under Council's Community Funding Program for smaller/pocket sized brochures to assist users when walking the trail.</li> </ul> </li> <li>Noel Barry – has had a request that more seats are required along the trail. Seats are currently spaced 1.5km apart. Committee will look at during trail inspection.</li> <li>Noel Barry – Slip crossing – slippery sections due to weather conditions is an issue.</li> <li>Tony Grogan – Signage the trail in Gellibrand – Rex Norman Masterplan has identified some improvements to signage within Rex Norman Park which will assist current users of the OBRT.</li> <li>Website update – Council will have a new website shortly, the OBRT content is being uploaded onto a new page for the new website. The committee suggested that it might be a good idea to inform users of the trail and there is limited mobile phone coverage along the trail.</li> <li>Events – Need to follow up with Council's events officer with the event held over the weekend – safety concerns identified with riders speed and the risk to other users of the trail at the same time. Council to consider signage installation for event organisers that provides warning to other trail users of the trail that an event is in progress.</li> <li>Lavers Hill to Crowes and Melba Gully – concept plan for an off-road trail – project update provided to Committee.</li> </ul> | <p>Nicole<br/>Nicole</p> <p>Chris<br/>Nicole</p> <p>Committee/<br/>Tricia</p> <p>Nicole</p> <p>Nicole</p> <p>Nicole</p> |  |
| 12. | <p>Meeting closed 12:00pm.<br/>Next meeting – Monday 23 May 2016 - 10am to 12.30pm.<br/>Meeting Venue – COPACC – Meeting Room 1.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                         |  |

OBRT Meeting – 4/04/2016





## Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. {See over for Explanation/Guide Notes}

**Assembly Details:** Friends of the Botanic Gardens.

**Date:** 12, 5, 16

**Time:** 6.00 am/pm

**Assembly Location:** Botanic Gardens Tearooms - 1 Fyans St  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

### In Attendance:

**Councillors:** T Woodcroft, C Smith

**Officer/s:** M ROBINSON

**Matter/s Discussed:** Friends of Colac Botanic Gardens - May Meeting.

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

### Conflict of Interest Disclosures: (refer page 5)

**Councillors:**

**Officer/s:**

**Left meeting at:** 7.20 PM

**Completed by:** MARK ROBINSON - PARKS + GARDENS TEAM LEADER

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## Councillor Briefing

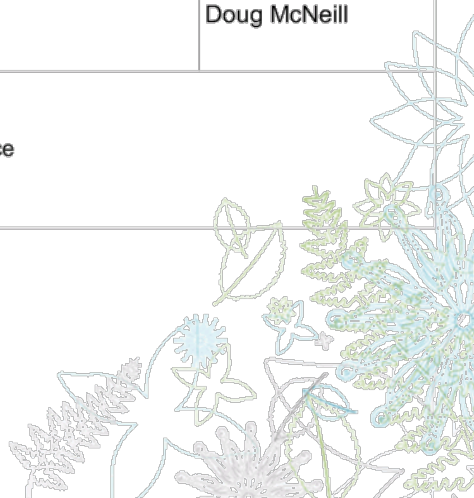
COPACC

Wednesday 18 May 2016 2pm

## Assembly of Councillors

|                                                                                                                                                                                             |                                                                                                                                                                                                                                                                |                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| <b>INVITEES:</b><br>Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Smith, Cr Delahunty, Sue Wilkinson, Mark Lyons, Ingrid Bishop, Brydon King                                 |                                                                                                                                                                                                                                                                |                                            |
| <b>ATTENDEES:</b><br>Cr Buchanan, Cr Russell, Cr Hart, Cr Crook, Sue Wilkinson, Ingrid Bishop, Brydon King, Mark Lyons, Ian Seuren, Jade Thomas, Jenny Wood, Simone Robertson, Doug McNeill |                                                                                                                                                                                                                                                                |                                            |
| <b>EXTERNAL ATTENDEES:</b>                                                                                                                                                                  |                                                                                                                                                                                                                                                                |                                            |
| <b>APOLOGIES:</b><br>Cr Delahunty, Cr Woodcroft, Sandra Wade                                                                                                                                |                                                                                                                                                                                                                                                                |                                            |
| <b>ABSENT:</b><br>Cr Smith                                                                                                                                                                  |                                                                                                                                                                                                                                                                |                                            |
| <b>2:00pm</b>                                                                                                                                                                               | <b>Declaration of Interest</b>                                                                                                                                                                                                                                 | <b>NIL</b>                                 |
| 2:04pm-2:36pm                                                                                                                                                                               | COPACC                                                                                                                                                                                                                                                         | Ingrid Bishop<br>Ian Seuren                |
| 2:36pm-2:56pm                                                                                                                                                                               | Wye River Surf Life Saving Club Bunk House Renewal                                                                                                                                                                                                             | Ingrid Bishop<br>Ian Seuren<br>Jade Thomas |
| 2:56pm-3:05pm                                                                                                                                                                               | Apollo bay transfer station re-sale shed                                                                                                                                                                                                                       | Jenny Wood<br>Simone Robertson             |
| 3:05pm-3:45pm                                                                                                                                                                               | Review of Councillor Code of Conduct                                                                                                                                                                                                                           | Mark Lyons<br>Jenny Wood                   |
| 3:45pm-4:15pm                                                                                                                                                                               | Bushfire Recovery - Asset Protection Zone work                                                                                                                                                                                                                 | Doug McNeill                               |
| 4:15pm-4:45pm                                                                                                                                                                               | <b>General Business – Topics include:</b> <ul style="list-style-type: none"> <li>• Agenda timing – Ordinary Meeting 25/05/16</li> <li>• CCTV Security Improvements – Rae St Office</li> <li>• Bluewater</li> <li>• Federal Election Advocacy Update</li> </ul> |                                            |

Councillor Briefing – 18/05/2016





## STIP Advisory Committee

COPACC Meeting Room 1

Wednesday 18 May 2016

11.00am – 12.00 noon

## Assembly of Councillors

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                       |                                            |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------|
| 1. | <b>INVITEES:</b><br>Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Smith, Cr Delahunty, Sue Wilkinson (CEO), Mark Lyons (General Manager Corporate Services), Ingrid Bishop (General Manager Infrastructure & Leisure), Brydon King (General Manager Development & Community Services), Tony White (Manager Economic Development & Events), Katrina Kehoe (Economic Development Officer), Chris Spalding (Administration, Economic Development & Events) |                                                                       |                                            |
| 2. | <b>ATTENDEES:</b><br>Cr Buchanan, Cr Woodcroft, Cr Hart, Cr Crook, Brydon King (General Manager Development & Community Services), Tony White (Manager Economic Development & Events), Katrina Kehoe (Economic Development Officer), Chris Spalding (Administration, Economic Development & Events)                                                                                                                                                                    |                                                                       |                                            |
|    | <b>EXTERNAL ATTENDEES:</b><br>NIL                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                       |                                            |
| 3. | <b>APOLOGIES:</b> Cr Russell, Cr Delahunty, Sue Wilkinson (CEO), Ingrid Bishop (General Manager, Infrastructure & Leisure), Mark Lyons (General Manager, Corporate Services)                                                                                                                                                                                                                                                                                           |                                                                       |                                            |
| 4. | <b>ABSENT:</b><br>Cr Smith                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                       |                                            |
| 5. | 11.00am                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Declaration of Interest                                               | NIL                                        |
| 6. | 11.00am – 12noon                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Review of STIP Applications and Internal Review Panel recommendations | Brydon King<br>Tony White<br>Katrina Kehoe |





**Festivals & Events Support Scheme (FESS) Advisory Committee**

COPACC

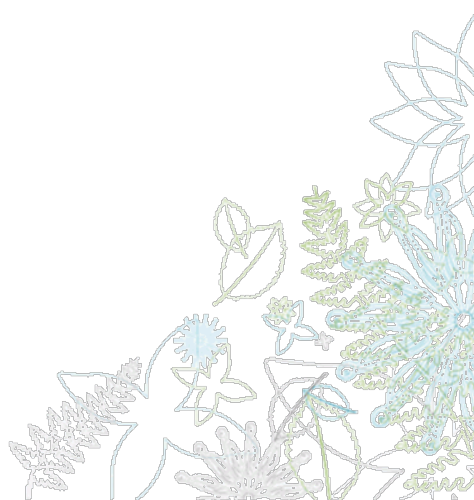
Wednesday 18 May 2016

12.30pm – 1.30pm

**Assembly of Councillors**

|    |                                                                                                                                                                                |                                           |                                        |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----------------------------------------|
|    | <b>INVITEES:</b>                                                                                                                                                               |                                           |                                        |
| 1. | Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Smith, Cr Delahunty, Sue Wilkinson, Brydon King, Mark Lyons, Ingrid Bishop, Tony White, Hege Eier, Chris Spalding |                                           |                                        |
|    | <b>ATTENDEES:</b>                                                                                                                                                              |                                           |                                        |
| 2. | Cr Buchanan, Cr Woodcroft, Cr Hart, Cr Crook, Brydon King, Tony White, Hege Eier, Chris Spalding                                                                               |                                           |                                        |
|    | <b>APOLOGIES:</b>                                                                                                                                                              |                                           |                                        |
| 3. | Sue Wilkinson, Cr Russell, Cr Delahunty, Ingrid Bishop, Mark Lyons                                                                                                             |                                           |                                        |
|    | <b>ABSENT:</b>                                                                                                                                                                 |                                           |                                        |
| 4. | Cr Smith                                                                                                                                                                       |                                           |                                        |
| 5. | 12.30pm                                                                                                                                                                        | Declaration of Interest                   | NIL                                    |
| 6. | 12.30pm – 1.30pm                                                                                                                                                               | Assessment of 2016-2017 FESS Applications | Brydon King<br>Tony White<br>Hege Eier |

Councillor Advisory Committee – 18/05/2016





## Pre-Ordinary Council Meeting Preparation

COPACC

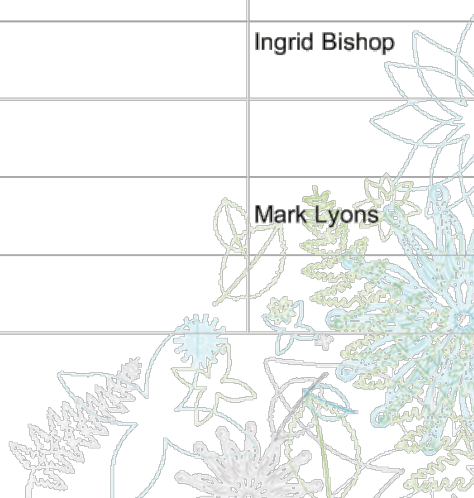
Wednesday 25 May 2016

1:30pm

## Assembly of Councillors

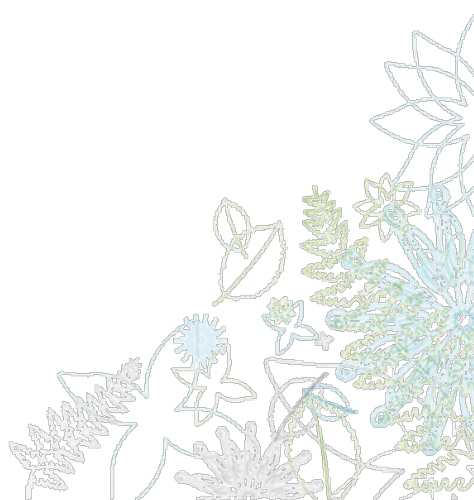
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|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------|
| <b>INVITEES:</b>           |                                                                                                                                                            |                                                          |                               |
| 1.                         | Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Smith, Cr Delahunty, Sue Wilkinson, Mark Lyons, Ingrid Bishop, Brydon King                    |                                                          |                               |
| <b>ATTENDEES:</b>          |                                                                                                                                                            |                                                          |                               |
| 2.                         | Cr Buchanan, Cr Woodcroft, Cr Hart, Cr Crook, Sue Wilkinson, Brydon King, Ingrid Bishop, Mark Lyons, Adam Lehmann, Ian Seuren, Cr Russell (arrived 3:20pm) |                                                          |                               |
| <b>EXTERNAL ATTENDEES:</b> |                                                                                                                                                            |                                                          |                               |
| 3.                         | <b>APOLOGIES:</b><br>Jade Thomas                                                                                                                           |                                                          |                               |
| 4.                         | <b>ABSENT:</b><br>Cr Smith, Cr Delahunty                                                                                                                   |                                                          |                               |
| 5.                         | <b>Declaration of Interest</b>                                                                                                                             |                                                          | <b>Nil</b>                    |
| 6.                         | 1:30pm-1:40pm                                                                                                                                              | Wye River Surf Life Saving Club Bunk House Lease Renewal | Ingrid Bishop                 |
| 7.                         | 1:40pm-1:43pm                                                                                                                                              | Confidential Lease                                       | Ingrid Bishop<br>Ian Seuren   |
| 8.                         | 1:43pm-2:12pm                                                                                                                                              | Confidential Contract Update                             | Ingrid Bishop<br>Adam Lehmann |
| 9.                         | 2:12pm-2:20pm                                                                                                                                              | Council Agenda                                           |                               |
| 10.                        | 2:20pm-2:34pm                                                                                                                                              | Pennyroyal Hall Future Plan                              | Ingrid Bishop                 |
| 11.                        | 2:34pm-2:42pm                                                                                                                                              | Wye River & Separation Creek Bushfire                    |                               |
| 12.                        | 2:42pm-2:49pm                                                                                                                                              | Structure of Rural Councils Victoria                     | Mark Lyons                    |
| 13.                        | 2:54pm-3:11pm                                                                                                                                              | State Government Bushfire Relief Funding                 |                               |

Pre-Ordinary Council Meeting Preparation – 25/05/2016





|     |                   |                                                                                                                                                                                        |  |
|-----|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 14. | 3:11pm-<br>3:16pm | Discussion regarding question time                                                                                                                                                     |  |
| 15. | 3:20pm-<br>3:36pm | General Business – Topics including: <ul style="list-style-type: none"><li>• Colanda Reference Group</li><li>• Organisational update</li><li>• Launch of Chamber of Commerce</li></ul> |  |







## Councillor Briefing

COPACC

Wednesday 1 June 2016

1:30pm

## Assembly of Councillors

|                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| <b>INVITEES:</b><br>Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Smith, Cr Delahunty, Sue Wilkinson, Mark Lyons, Ingrid Bishop, Brydon King                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                     |
| <b>ATTENDEES:</b><br>Cr Buchanan, Cr Russell, Cr Hart, Cr Crook, Mark Lyons, Brydon King, Vige Satkunarajah, Blaithin Butler, Sue Wilkinson (arrived 1:52pm), Ingrid Bishop (arrived 1:53pm) |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                     |
| <b>EXTERNAL ATTENDEES:</b><br>Graeme McMinn, Senior Projects Engineer, VicRoads<br>Luis Agudelo, Team Leader Project Delivery, VicRoads                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                     |
| <b>APOLOGIES:</b><br>Cr Woodcroft                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                     |
| <b>ABSENT:</b><br>Cr Smith, Cr Delahunty                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                     |
| <b>Declaration of Interest</b>                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>NIL</b>                                          |
| 1:32pm-<br>1:52pm                                                                                                                                                                            | Planning Committee Reports for 8 June Meeting<br>-Works Comprising the Installation of a 24m Radio Mast at 1680 Birregurra Forrest Road, Barwon Downs (PP99/2016-1)<br>-Buildings and Works Comprising Roof Level Extensions, Reduction in Car Parking (4 spaces) and Waiver of Loading/Unloading Requirements at 1 Tristania Drive, Colac East (PP101/2016-1)<br>-Planning & Building Statistical Report for March and April 2016 | Brydon King<br>Vige Satkunarajah<br>Blaithin Butler |
| 1:53pm-<br>2:50pm                                                                                                                                                                            | General Business – Topics including:<br><ul style="list-style-type: none"><li>• Bluewater</li></ul>                                                                                                                                                                                                                                                                                                                                |                                                     |
| 2:50pm-<br>2:54pm                                                                                                                                                                            | Bushfire Recovery - Council Engagement Update                                                                                                                                                                                                                                                                                                                                                                                      |                                                     |
| 3:00pm-<br>4:04pm                                                                                                                                                                            | 2016/2017 Community Funding Program - Community Funding Program Advisory Committee                                                                                                                                                                                                                                                                                                                                                 | Nicole Frampton                                     |
| 4:04pm-<br>4:42pm                                                                                                                                                                            | Princes Highway Duplication - Flaxmill Road Improvements                                                                                                                                                                                                                                                                                                                                                                           | Ingrid Bishop<br>Graeme McMinn<br>Luis Agudelo      |

Councillor Briefing – 01/06/2016



## Pre-Special Council Meeting Preparation

COPACC

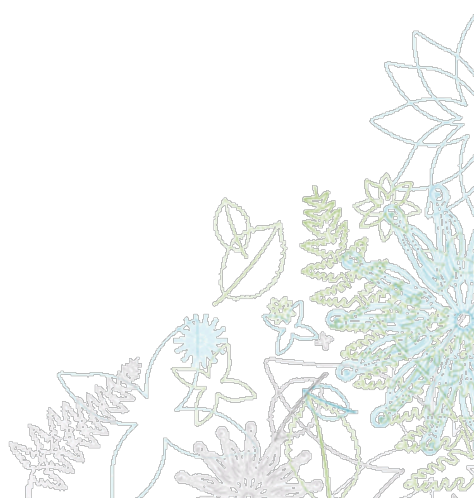
Monday 6 June 2016

5:30pm

## Assembly of Councillors

|                                                                                                                                                                                                      |                       |            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------|
| <b>INVITEES:</b><br>Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Smith, Cr Delahunty, Sue Wilkinson, Mark Lyons, Ingrid Bishop, Brydon King                                          |                       |            |
| <b>ATTENDEES:</b><br>Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Delahunty, Sue Wilkinson, Mark Lyons, Ingrid Bishop, Brydon King, Alison Richardson, Adam Lehmann (arrived 5:38pm) |                       |            |
| <b>EXTERNAL ATTENDEES:</b><br>Peter Wood, Minter Ellison<br>Tom Kearney, Minted Ellison                                                                                                              |                       |            |
| <b>APOLOGIES:</b>                                                                                                                                                                                    |                       |            |
| <b>ABSENT:</b><br>Cr Smith                                                                                                                                                                           |                       |            |
| <b>Declaration of Interest</b>                                                                                                                                                                       |                       | <b>NIL</b> |
| 5:33pm-<br>6:10pm                                                                                                                                                                                    | Confidential Contract |            |

Pre-Special Council Meeting Preparation – 06/06/2016





## Pre-Planning Committee Meeting Preparation

COPACC

Wednesday 8 June 2016

9:00am

## Assembly of Councillors

**INVITEES:**  
Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Smith, Cr Delahunty, Sue Wilkinson, Mark Lyons, Ingrid Bishop, Brydon King

**ATTENDEES:**  
Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook (arrived 9:08am), Sue Wilkinson, Mark Lyons, Brydon King, Ingrid Bishop, Vige Satkunarajah, Blaithin Butler, Jane Preston-Smith, Alison Richardson

**EXTERNAL ATTENDEES:**

**APOLOGIES:**

**ABSENT:**  
Cr Smith, Cr Delahunty

| Declaration of Interest                                               |                                                                                                                                                                                                                                                                             |                                |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Councillor                                                            | Item No.                                                                                                                                                                                                                                                                    | Reason                         |
| Cr. Buchanan(left the meeting 9:04am, returned to the meeting 9:08am) | PC161304-1 Buildings and Works Comprising Construction of Additional Bakery Building, Car Park, ancillary works, Business Identification Signage, and the use for Manufacturing Sales at 85 Irrewarra School Road, Irrewarra (PP302/2015-1) – In summary minutes discussion | Brother has adjoining property |
| 9:04am-9:08am                                                         | Summary Minutes                                                                                                                                                                                                                                                             |                                |
| 9:08am-10:15am                                                        | General Business topics including: <ul style="list-style-type: none"> <li>• Planning applicant survey</li> <li>• Federal Election Advocacy</li> <li>• Bluewater</li> <li>• Great South Coast</li> <li>• Refugee Safe haven</li> </ul>                                       |                                |

Pre-Planning Committee Meeting Preparation – 08/062016





## Councillor Briefing

COPACC

Wednesday 8 June 2016

11:30am

## Assembly of Councillors

**INVITEES:**

Cr Buchanan, Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Cr Smith, Cr Delahunty, Sue Wilkinson, Mark Lyons, Ingrid Bishop, Brydon King

**ATTENDEES:**

Cr Buchanan (arrived 12:08pm), Cr Woodcroft, Cr Russell, Cr Hart, Cr Crook, Sue Wilkinson, Mark Lyons, Ingrid Bishop, Brydon King, Stewart Anderson, Andrew Kavanagh, Doug McNeill, Sandra Wade, Tony White

**EXTERNAL ATTENDEES:**

Graham Soawyer

nbnco

Community Affairs Manager

**APOLOGIES:****ABSENT:**

Cr Smith, Cr Delahunty

| Declaration of Interest |                                                                                                       | NIL                             |
|-------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------|
| 11:53pm-12:27pm         | Lake Colac Foreshore Masterplan                                                                       | Stewart Anderson<br>Brydon King |
| 12:27pm-12:33pm         | Contract 1301 - Cleaning of Buildings, Public Conveniences and Barbecues - Option to Extend Contract  | Mark Lyons<br>Andrew Kavanagh   |
| 12:33pm-12:55pm         | General Business topics including: <ul style="list-style-type: none"> <li>Special meetings</li> </ul> |                                 |
| 12:55pm-2:00pm          | Lunch                                                                                                 |                                 |

Councillor Briefing – 08/062016





|                   |                                                                       |                                                 |
|-------------------|-----------------------------------------------------------------------|-------------------------------------------------|
| 2:00pm-<br>2:34pm | National Broadband Network Update                                     | Brydon King<br>Tony White<br>Graham Soawyer     |
| 2:34pm-<br>3:08pm | Wye River & Separation Creek Bushfire Recovery update Flora and Fauna | Sandra Wade<br>Doug McNeill<br>Stewart Anderson |

Councillor Briefing – 08/062016

